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Proposed programme budget for the biennium 2016-2017*

Part VIII
Common support services

Section 29
Management and support services

(Programme 25 of the biennial programme plan for the period 2016-2017)**

* A summary of the approved programme budget will be issued as A/70/6/Add.1.
** A/69/6/Rev.1.

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Overview

29.1 The overall purpose of section 29, Management and support services, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology and support services, including procurement and infrastructure; to provide support services for the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

29.2 Programme 25, which provides the programmatic framework for this section, derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262, 66/246 and other relevant resolutions.

29.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

29.4 The General Assembly, in its resolution 69/262, endorsed all elements of the proposed information and communications technology strategy under section II, and requested the Secretary-General to ensure its implementation, taking into account the comments, observations and recommendations of the Board of Auditors and of the Advisory Committee on Administrative and Budgetary Questions. Therefore, as part of the harmonization efforts in the Department of Management, it is proposed that the information communication technology functions in the Office of Common Support Services, the Office of Human Resources Management and the Office of Programme Planning, Budget and Accounts be consolidated under the Office of Information and Communications Technology, namely, the Enterprise Applications Centre in New York and Bangkok, the Enterprise Service Desk of the Global Services Division and the Global Operations Division. Accordingly, it is proposed that posts and related non-post requirements from sections 29B, 29C and 29D be redeployed to section 29E, Office of Information and Communications Technology. Details of the redeployment of resources are presented in table 29.4.

29.5 Details on the composition of the outputs proposed under section 29, together with their specific objectives, expected accomplishments and indicators of achievements and the related resource requirements, are contained in subsections 29A to 29H. Revisions to the biennial programme plan for sections 29C, 29D and 29E to reflect the changes related to the information and communications technology strategy approved under section II of General Assembly resolution 69/262 are presented in the forthcoming report of the Secretary-General on the consolidated changes to the biennial programme plan for the period 2016-2017.

29.6 Summaries of the overall resource requirements for section 29 are set out in tables 29.1 to 29.3.

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Table 29.1 Financial resources by component and source of funds

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2012-2013 expenditure	*2014-2015 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2016-2017 estimate*
A. Office of the Under-Secretary-General for Management	16 178.6	56 736.2	(41 466.1)	8 143.7	(6.2)	(494.4)	(33 823.0)	(59.6)	22 913.2	445.4	23 358.6
B. Office of Programme Planning, Budget and Accounts	39 082.8	37 029.3	–	(164.7)	(21.1)	(1 120.5)	(1 306.3)	(3.5)	35 723.0	1 085.9	36 808.9
C. Office of Human Resources Management	76 903.7	76 584.2	–	(3 428.3)	(76.8)	(1 800.0)	(5 305.1)	(6.9)	71 279.1	2 647.1	73 926.2
D. Office of Central Support Services	184 262.7	193 042.8	(1 505.0)	(14 655.2)	(12.9)	(3 069.8)	(19 242.9)	(10.0)	173 799.9	11 739.3	185 539.2
E. Office of Information and Communications Technology	74 614.2	74 453.1	(50.8)	29 186.3	(46.0)	(2 838.3)	26 251.2	35.3	100 704.3	3 897.8	104 602.1
F. Administration, Geneva	163 709.1	155 802.7	(185.8)	154.5	(13.4)	(3 436.3)	(3 481.0)	(2.2)	152 321.7	(333.0)	151 988.7
G. Administration, Vienna	39 895.4	40 929.8	–	–	(7.4)	(899.7)	(907.1)	(2.2)	40 022.7	438.7	40 461.4
H. Administration, Nairobi	31 990.0	31 467.9	–	54.0	(2.4)	(916.2)	(864.6)	(2.7)	30 603.3	2 035.3	32 638.6
Subtotal, 1	**626 636.5**	**666 046.0**	**(43 207.7)**	**19 290.3**	**(186.2)**	**(14 575.2)**	**(38 678.8)**	**(5.8)**	**627 367.2**	**21 956.5**	**649 323.7**

(2) *Other assessed*

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
(a) Services in support of:			
(i) Peacekeeping operations activities: Support account for peacekeeping operations (in support of Umoja)	74 675.3	42 946.2	33 660.9
(ii) Peacekeeping operations activities: Support account for peacekeeping operations	158 911.8	189 755.5	168 284.1
(iii) Capital master plan	152.4	157.7	–
Subtotal, 2	**233 739.5**	**232 859.4**	**201 945.0**

(3) *Extrabudgetary*

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
(a) Services in support of:			
(i) United Nations organizations:			
Support to extrabudgetary administrative structures	90 047.5	110 835.2	111 008.9
(ii) Extrabudgetary activities:			
Support to extrabudgetary substantive activities	15 565.6	16 475.7	16 968.3
Technical cooperation reimbursement resources	2 291.9	2 556.9	2 559.3
Support to extrabudgetary substantive activities (in support of Umoja)	19 252.4	14 337.6	10 738.9
Technical cooperation reimbursement resources (in support of Umoja)	8 449.7	1 594.1	1 748.2
(b) Substantive activities:			
United Nations Fund for International Partnerships	175.3	178.9	170.9
Tax Equalization Fund	2 310.9	2 640.4	2 922.9
Secretariat News Trust Fund	32.2	0.5	12.5
Special account for travel services	4 171.4	4 213.5	4 213.5
Special account for rental and maintenance of premises	106 497.2	119 730.1	122 582.8
United Nations Crime Prevention and Criminal Justice Fund	6 650.2	9 761.0	11 347.2
Telecommunications support account	27 410.1	34 423.0	35 241.1
Subtotal, 3	**282 854.4**	**316 746.9**	**319 514.5**
Total	**1 143 230.4**	**1 215 652.3**	**1 170 783.2**

Table 29.2 **Resources by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

	2012-2013 expenditure	*2014-2015 appropriation*	*Resource changes*		*Total before recosting*	*Recosting*	*2016-2017 estimate*
			Amount	*Percentage*			
Posts	342 395.6	334 019.4	(8 785.8)	(2.6)	325 233.6	7 121.0	332 354.6
Other staff costs	22 460.2	20 829.2	(801.1)	(3.8)	20 028.1	651.5	20 679.6
Consultants	1 248.4	507.1	38.0	7.5	545.1	25.8	570.9
Travel of staff	2 075.6	1 898.0	(244.6)	(12.9)	1 653.4	77.0	1 730.4
Contractual services	58 957.5	59 274.1	2 594.9	4.4	61 869.0	2 620.0	64 489.0
General operating expenses	166 366.1	174 866.6	1 774.4	1.0	176 641.0	10 768.8	187 409.8
Hospitality	7.3	11.2	–	–	11.2	0.1	11.3
Supplies and materials	4 920.2	7 359.0	(1 359.0)	(18.5)	6 000.0	178.3	6 178.3
Furniture and equipment	11 875.7	8 692.0	1 562.8	18.0	10 254.8	318.5	10 573.3
Improvement to premises	0.1	–	–	–	–	–	–
Grants and contributions	16 329.8	58 589.4	(33 458.4)	(57.1)	25 131.0	195.5	25 326.5
Subtotal, 1	**626 636.5**	**666 046.0**	**(38 678.8)**	**(5.8)**	**627 367.2**	**21 956.5**	**649 323.7**

(2) *Other assessed*

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
Posts	72 780.6	76 015.9	76 801.9
Other staff costs	27 069.0	29 863.0	28 494.4
Consultants	5 085.4	6 210.2	5 419.0
Travel of staff	3 318.2	3 364.9	3 394.4
Contractual services	1 814.3	10 850.7	5 510.6
General operating expenses	46 397.2	60 601.4	46 018.0
Supplies and materials	2 424.6	2 621.0	2 523.0
Furniture and equipment	174.9	386.1	122.8
Grants and contributions	74 675.3	42 946.2	33 660.9
Subtotal, 2	**233 739.5**	**232 859.4**	**201 945.0**

(3) *Extrabudgetary*

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
Posts	89 006.5	105 537.1	112 495.8
Other staff costs	7 492.3	13 411.1	11 334.3
Consultants	92.7	720.4	258.9
Travel of staff	1 301.1	1 690.1	1 468.3
Contractual services	12 207.3	14 386.8	14 153.7
General operating expenses	140 268.5	159 544.6	161 861.8
Hospitality	7.3	–	–
Supplies and materials	4 326.1	4 375.0	4 375.2
Furniture and equipment	276.3	724.1	652.6
Grants and contributions	27 860.6	16 357.7	12 913.9
Other	15.7	–	–
Subtotal, 3	**282 854.4**	**316 746.9**	**319 514.5**
Total	**1 143 230.4**	**1 215 652.3**	**1 170 783.2**

Table 29.3 **Post resources**

Category	Established regular budget		Temporary						Total	
			Regular budget		Other assessed		Extrabudgetary			
	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
ASG	4	4	–	–	–	–	–	–	4	4
D-2	14	15	–	–	1	1	–	–	15	16
D-1	33	35	–	–	3	3	2	2	38	40
P-5	77	75	–	–	12	12	14	13	103	100
P-4/3	238	237	3	2	129	133	89	90	459	462
P-2/1	69	74	1	–	11	12	5	8	86	94
Subtotal	**436**	**441**	**4**	**2**	**156**	**161**	**110**	**113**	**706**	**717**
General Service										
Principal level	70	70	–	–	9	10	25	26	104	106
Other level	679	659	2	2	91	89	231	227	1 003	977
Subtotal	**749**	**729**	**2**	**2**	**100**	**99**	**256**	**253**	**1 107**	**1 083**
Other										
Local level	78	78	–	–	–	–	196	196	274	274
National Officer	1	1	–	–	–	–	8	8	9	9
Trades and Crafts	97	97	–	–	–	–	3	3	100	100
Subtotal	**176**	**176**	**–**	**–**	**–**	**–**	**207**	**207**	**383**	**383**
Total	**1 361**	**1 346**	**6**	**4**	**256**	**260**	**573**	**573**	**2 196**	**2 183**

Table 29.4 **Summary of redeployments within the Department of Management in support of the implementation of the new information and communications technology strategy, pursuant to section II of General Assembly resolution 69/262**

(Thousands of United States dollars)

Department Office	Number of posts	Resource change		Total
		Posts	Non-post	
Office of Central Support Services	(29)	(6 005.7)	(10 700.7)	(16 706.4)
Office of Human Resources Management	(12)	(2 923.2)	(505.1)	(3 428.3)
Office of Programme Planning, Budget and Accounts	(1)	(164.7)	–	(164.7)
Office of Information and Communications Technology	42	9 002.8	11 205.8	20 208.6
Total	**–**	**(90.8)**	**–**	**(90.8)**[a]

[a] The difference of $90,800 represents the reduced costs for two posts redeployed from the Office of Human Resources Management (duty station New York) to the Office of Information and Communications Technology (duty station Bangkok).

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Proposed programme budget for the biennium 2016-2017*

Part VIII
Common support services

Section 29A
Office of the Under-Secretary-General for Management

(Programme 25 of the biennial programme plan for the period 2016-2017)**

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

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Annexes***

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II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies 25

*** The present report does not contain an annex on outputs produced in the biennium 2014-2015 that will not be carried out in the biennium 2016-2017, given that there are no discontinued outputs.

Overview

Table 29A.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	56 736 200
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(41 466 100)
Changes in line with General Assembly resolution 69/264 (further reductions)	(6 200)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(494 400)
Total resource change	(41 966 700)
Proposal for the Office of the Under-Secretary-General for Management for 2016-2017	14 769 500
New mandates (Secretariat regular budget share for the enterprise resource planning project)	8 143 700
Proposal of the Secretary-General for 2016-2017[a]	22 913 200

[a] At 2014-2015 revised rates.

Table 29A.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	49	1 USG, 2 D-2, 4 D-1, 9 P-5, 6 P-4, 2 P-3, 1 P-2/1, 4 GS (PL), 20 GS (OL)
Abolishment	(1)	1 D-1 under component 1
Proposed for the biennium 2016-2017	48	1 USG, 2 D-2, 3 D-1, 9 P-5, 6 P-4, 2 P-3, 1 P-2/1, 4 GS (PL), 20 GS (OL)

Overall orientation

29A.1 The Department of Management is responsible for the implementation of the programme of work under section 29A. The activities programmed under this section fall under programme 25, Management and support services, of the biennial programme plan for the period 2016-2017.

29A.2 The Department will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States, as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance on and more effective support for results-based management approaches, including regular and systematic monitoring and self-evaluation practices, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results oriented.

29A.3 The Department will closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, it will provide substantive support to the Management Performance Board on the monitoring of the senior managers' compacts, and to the Management Committee, in the context of monitoring compliance with recommendations of oversight bodies by departments and offices of the Secretariat. The Department will also facilitate the preparation of programme performance reports for presentation to the intergovernmental organs.

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

29A.4 Recognizing the importance of promoting accountability, implementation of a systematic approach to risk management and internal control in the United Nations in accordance with General Assembly resolution 68/264, the Department of Management will continue its efforts on measures to accelerate implementation of results-based management and achievement of the overall implementation of an effective risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat, strengthen the focus on objectives and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization. With the support of a proactive communications strategy, the Department will ensure that Member States, managers and staff are fully informed and participate in the efforts to ensure a more effective and results-oriented Organization.

29A.5 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department of Management through the Enterprise Resource Planning Steering Committee. In accordance with the schedule approved by the General Assembly in its resolution 67/246 on the ability of the Organization to absorb the degree of change that Umoja brings, Umoja Foundation and Extension 1 will be deployed across the Secretariat by the end of 2015, with deployment completed in 2016. Umoja Extension 2 will be released in 2017, as planned. The transfer of knowledge and responsibilities from the Umoja team to the corresponding organizational areas within the Secretariat as part of mainstreaming will continue and jointly managed by the process owners and the Chief Information Technology Officer. The proposal for a new service delivery model will be presented to the General Assembly at its seventieth session for its consideration and approval.

29A.6 The Department will continue to lead the efforts to ensure the sustainability of the Organization's compliance with International Public Sector Accounting Standards (IPSAS) accounting policies and the realization of IPSAS benefits. Furthermore, the Department will continue to strengthen managerial controls and accountability in the area of financial management and stewardship of assets, refine results-based budgeting and further improve the budget presentation.

29A.7 A management evaluation is the first step in the formal process for a staff member in challenging an administrative decision within the administration of justice system. It also provides management with an opportunity to resolve the dispute early on by either better explaining the decision, or by correcting decisions not complying with internal law, within the 30- to 45-day deadline. The Department, through its management evaluation function, will strive to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to improve management practices, transparency and strengthen managerial accountability.

29A.8 Human resources reform efforts aimed at the development of a more productive, flexible and results-oriented Organization will continue through strengthened workforce planning, including: the recruitment of high-quality staff; enhanced human resources systems; strengthened performance management and development; the implementation of the mobility framework; the promotion of staff health, the delivery of occupation health services and medical advice to United Nations facilities worldwide; and the monitoring of delegated authority throughout the global Secretariat. The talent management information system will be further enhanced, particularly in the areas of recruitment, learning management and performance management. Targeted outreach campaigns will be conducted aimed at achieving more equitable geographical representation of Member States, increased female representation and identifying high-quality candidates. The Department of Management will continue to support and strengthen the integration of the gender

perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

29A.9 The Department of Management will oversee the completion of some final works that remain as part of the historic renovation of the United Nations Headquarters, known as the capital master plan. The renovation of the Secretariat Building, the Conference Building and the General Assembly Building was completed in the prior biennium. Additional security enhancements will be completed by the end of 2016. The Office of Central Support Services, within the Department of Management, fully operates the renovated Headquarters complex following the capital master plan, ensuring a shift in focus away from a repairs-based approach to a proactive maintenance approach in order to promote efficiency, operational continuity and environmental sustainability.

29A.10 Furthermore, as requested in General Assembly resolutions 67/254 and 69/262, the Department will continue the work on the long-term accommodation requirements at Headquarters with a view to securing the most favourable terms for the Organization while promoting productivity and the well-being of the occupants. The Department will coordinate the ongoing strategic capital review. Planned activities on the strategic capital review for the biennium 2016-2017 include feasibility studies and schematic designs for projects at the Economic Commission for Africa, the United Nations Office at Nairobi and the Economic and Social Commission for Asia and the Pacific. In addition, the Department, together with the United Nations Office at Geneva, will work on the comprehensive renovation and refurbishment programme for the Palais des Nations, known as the strategic heritage plan, and provide technical guidance and advice for the other ongoing overseas construction projects.

29A.11 The Department will provide central leadership for the overall strategic direction and performance of the information and communications technology (ICT) activities that fully support the work of the Organization, including successfully delivering existing priority initiatives, such as Umoja, harmonizing existing infrastructures and enterprise solutions, systems and operational resilience. The Department will further leverage the information security architecture to develop a cyber-diligence framework that will provide mechanisms for cybercrime risk management. In accordance with General Assembly resolution 69/262, the Secretary-General will submit a report to the General Assembly at its seventieth session with (a) detailed information on the implementation of all the elements of the proposed new ICT strategy, including an implementation plan, with a clear timeline; (b) a list of strategic ICT goals linked to the overall goals of the Organization; (c) a list of ICT ongoing and future strategic initiatives supporting those goals and their costs, benchmarks and deliverables to measure their performance, expected benefits and risks; and (d) an indicative five-year Secretariat-wide overall ICT budget projection.

29A.12 The Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee of the General Assembly, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

29A.13 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new ones among United Nations entities when such services would be more efficient and cost-effective than existing arrangements.

Overview of resources

29A.14 The overall resources proposed for the biennium 2016-2017 for this section amount to $14,769,500 before recosting, (exclusive of the enterprise resource planning) reflecting a net decrease of

$500,600 (or 3.3 per cent) compared with the appropriation for 2014-2015. Resource changes result from two factors, namely: (a) resource changes in line with General Assembly resolution 69/264 (further reductions); and (b) resource changes in line with resolution 69/264 (efficiencies). The proposed reductions will not have an impact on full and effective mandate implementation.

29A.15 Resource changes in line with General Assembly resolution 69/264 reflect proposals for the abolishment of one post and reductions in non-post resources that are anticipated in 2016-2017.

29A.16 The proposed reductions will be influenced by the future impact of the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the reorganization of functions and roles as a result of the abolishment of a post will only be determined during the biennium 2016-2017, when the impact of Umoja becomes clearer.

29A.17 The proposal in respect of the Secretariat's regular budget share of the enterprise resource planning project (Umoja) in the biennium 2016-2017 is $8,143,700, which results in a net reduction of $33,322,400 from the revised 2014-2015 resource requirements after allowing for the technical adjustments relating to the removal of the non-recurrent requirements for the biennium 2014-2015.

29A.18 The distribution of resources is reflected in tables 29A.3 to 29A.5.

Table 29A.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2013-2013 expenditure	*2014-2015 appropriation*	*Technical adjustment (non-recurrent biennial provision of posts)*	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2016-2017 estimate*
A Executive direction and management	2 405.3	2 606.6	–	–	(4.8)	(1.4)	(6.2)	(0.2)	2 600.4	73.7	2 674.1
B Programme of work											
1 Management services	5 772.1	5 112.0	–	–	(1.4)	(487.4)	(488.8)	(9.6)	4 623.2	125.2	4 748.4
2 Enterprise resource planning project[a]	4.3	41 466.1	(41 466.1)	8 143.7	–	–	(33 322.4)	(80.4)	8 143.7	–	8 143.7
3 Management evaluation component of the administration of justice	2 200.9	1 857.1	–	–	–	(1.6)	(1.6)	(0.1)	1 855.5	58.6	1 914.1
4 Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 550.0	1 521.8	–	–	–	(1.0)	(1.0)	(0.1)	1 520.8	42.6	1 563.4
Subtotal, B	**9 527.3**	**49 957.0**	**(41 466.1)**	**8 143.7**	**(1.4)**	**(490.0)**	**(33 813.8)**	**(67.7)**	**16 143.2**	**226.4**	**16 369.6**
C Programme support	4 246.0	4 172.6	–	–	–	(3.0)	(3.0)	(0.1)	4 169.6	145.3	4 314.9
Subtotal, 1	**16 178.6**	**56 736.2**	**(41 466.1)**	**8 143.7**	**(6.2)**	**(494.4)**	**(33 823.0)**	**(59.6)**	**22 913.2**	**445.4**	**23 358.6**

(2) *Other assessed*[a]

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A. Executive direction and management	–	–	–
B. Programme of work	78 372.0	47 051.7	37 480.5
C. Programme support	59 636.7	65 634.4	25 922.6
Subtotal, 2	**138 008.7**	**112 686.1**	**63 403.1**

(3) *Extrabudgetary*[c]

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A. Executive direction and management	–	–	–
B. Programme of work	28 193.8	16 572.8	12 992.7
C. Programme support	7 406.4	5 803.9	5 365.2
Subtotal, 3	**35 600.2**	**22 376.7**	**18 357.9**
Total	**189 787.5**	**191 799.0**	**105 119.6**

[a] As reflected in tables 7 and 15 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1). The provision of $8,143,700 has been included pursuant to para. 17 of sect. VI of resolution 69/274, in which the General Assembly noted the additional requirements of $54.3 million projected for the biennium 2016-2017.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

Table 29A.4 **Post resources**

	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[a]		Temporary: Extrabudgetary[b]		Total	
	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	2	2	–	–	–	–	–	–	2	2
D-1	4	3	–	–	1	1	–	–	5	4
P-5	9	9	–	–	–	–	1	–	10	9
P-4/3	8	8	–	–	7	7	1	2	16	17
P-2/1	1	1	–	–	–	–	–	–	1	1
Subtotal	**25**	**24**	**–**	**–**	**8**	**8**	**2**	**2**	**35**	**34**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed[a]		Extrabudgetary[b]			
	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
General Service										
Principal level	4	4	–	–	–	–	–	–	4	4
Other level	20	20	–	–	2	2	2	2	24	24
Subtotal	**24**	**24**	**–**	**–**	**2**	**2**	**2**	**2**	**28**	**28**
Total	**49**	**48**	**–**	**–**	**10**	**10**	**4**	**4**	**63**	**62**

Note: In addition to the posts funded from other assessed and extrabudgetary resources identified in table 29A.4 above, there are 74 temporary posts in 2016 and 50 temporary posts in 2017, in the enterprise resource planning project funded through the jointly funded fund, consisting of regular budget, support account for peacekeeping operations and extrabudgetary resources, as set out in paragraph 136 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1).

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

[b] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes.

Table 29A.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Executive direction and management	11.3	–	–
B. Programme of work			
1. Management services	20.2	5.0	2.8
2. Enterprise resource planning project	35.6	53.1	68.0
3. Management evaluation component of the administration of justice	8.1	0.5	–
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	6.6	0.5	–
Subtotal	**81.8**	**59.1**	**70.8**
C. Programme support	18.2	40.9	29.2
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

29A.19 Resource changes reflect the removal of non-recurrent requirements totalling $41,466,100 relating to the regular budget share for the enterprise planning project for the biennium 2014-2015.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

29A.20 The proposed decrease of $6,200 under non-post resources relate to travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

29A.21 Resource changes of $494,400 are proposed in line with General Assembly resolution 69/264, under posts ($474,200) and non-posts ($20,200). The decrease under post reflects the proposed abolishment of one D-1 post in component 1, Management services.

29A.22 The proposed decrease of $20,200 under non-post resources relate mainly to reduced contractual services to reflect the service level agreements rates provided by the Office of Information and Communications Technology.

Other assessed and extrabudgetary resources

29A.23 During the biennium 2016-2017, projected other assessed contributions amount to $63,403,100. This comprises $33,660,900 in respect of the enterprise resource planning project and $29,742,200 from the support account for peacekeeping operations, in the areas of substantive and technical services provided to the management services; the Headquarters Committee on Contracts and the Headquarters Property Survey Board; and to the Fifth Committee and the Committee for Programme and Coordination. The projected level in other assessed resources represents a net decrease of $49,283,000, compared with the biennium 2014-2015, which is attributable primarily to the move of standard rental of premises, alterations, improvements and furniture under the support account from section 29A, Office of the Under-Secretary-General for Management, to section 29D, Office of Central Support Services, so as to allow for the appropriate presentation of these costs; and the reduced requirements in respect of the enterprise resource planning project during the biennium 2016-2017.

29A.24 In addition, there are estimated extrabudgetary resources of $18,357,900, including $12,487,100 in respect of the enterprise resource planning project, from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities and from technical cooperation reimbursement resources. The amount of $12,487,100, reflecting a decrease of $3,444,600, represents the extrabudgetary share for the enterprise resource planning project in the biennium 2016-2017, as shown in tables 7 and 15 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1), as most of the requirements were already transferred to the special account for the enterprise resource planning project in prior bienniums.

Other information

29A.25 Pursuant to General Assembly resolution 58/269, resources in the amount of $102,800 have been identified under the regular budget within the available capacity of the Office of the Under-Secretary-General for Management under subprogramme 1 (of programme 25 of the biennial programme plan for the period 2016-2017), for monitoring and evaluation activities in the amount of $80,200, comprising four work-months at the Professional level and three work-months at the General Service level, and $22,600 for consultancy services to administer the ethical behaviour self-assessment survey and the Department of Management's survey as established in the senior managers' compacts.

A. Executive direction and management

Resource requirements (before recosting): $2,600,400

29A.26 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the

financial, human, physical and information and communications technology resources of the Organization. He or she formulates policies and provides policy guidance, coordination and direction on management reform issues. He or she also represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies, and monitors emerging management issues throughout the Secretariat. In addition, the Under-Secretary-General is responsible for maintaining close liaison with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel, common support services and information and communications technology matters. Moreover, he or she provides strategic guidance and management oversight concerning the implementation of the enterprise resource planning project (Umoja) and the capital master plan project. The secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, which provides substantive and technical secretariat support to those Committees, and the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, which supports the work of the Headquarters Committee and the Board, both report to the Under-Secretary-General for Management. The Under-Secretary-General also directs and manages the activities of the Department of Management.

29A.27 In discharging the foregoing responsibilities, the Under-Secretary-General is supported by the Director of the Office of the Under-Secretary-General, who undertakes mid- and long-term planning, develops and coordinates management strategies and policies, oversees the implementation of reform initiatives and serves as the focal point for information and for the integration of all aspects of the work of the Department. The Office also provides support to the Under-Secretary-General in inter-agency meetings, such as the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB), and coordinates intradepartmental activities, including liaison with other offices, funds and programmes on matters of common concern. The Director oversees the activities of the front office, the Policy and Oversight Coordination Service, the Management Support Service, the Management Evaluation Unit and the Executive Office.

Table 29A.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture throughout the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) The programme of work is effectively managed	Improved management performance and timely delivery of outputs and services				
	(i) Percentage of respondents providing a positive assessment on the timeliness of the services rendered by the Department of Management	Target	55	30	55
		Estimate		53	28
		Actual			50
	(ii) Percentage of respondents providing a positive assessment on client focus by the Department of Management	Target	56	55	55
		Estimate		52	31
		Actual			50

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(b) Enhanced policy coherence in the management of the activities of the United Nations	Improved communication and information-sharing among senior management and administrative officials in all duty stations				
	(i) Number of meetings per year between the Office of the Under-Secretary-General for Management and executive officers	Target	21	21	21
		Estimate		21	21
		Actual			21
	(ii) Number of meetings per year between the Office of the Under-Secretary-General for Management and managers	Target	19	19	19
		Estimate		19	19
		Actual			19

External factors

29A.28 The Office of the Under-Secretary-General for Management is expected to achieve its objectives and expected accomplishments under executive direction and management on the assumption that all stakeholders will extend their full cooperation and support to the Department of Management in implementing management improvements.

Outputs

29A.29 During the biennium 2016-2017, the following outputs will be delivered (regular budget):

(a) Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues, as and when required;

(b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High-level Committee on Management;

(c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;

(d) Monitoring and coordination of departmental activities to ensure the efficient functioning of the Office and the Department;

(e) Strategic guidance and management oversight concerning the implementation of the capital master plan and the enterprise resource planning project.

29A.30 The distribution of resources for executive direction and management is reflected in table 29A.7.

Table 29A.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 452.1	2 452.1	7	7
Non-post	154.5	148.3	–	–
Total	**2 606.6**	**2 600.4**	**7**	**7**

29A.31 The amount of $2,452,100 provides for financing of seven posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 1 P-4, 3 General Service (Other level)) in the Office of the Under-Secretary-General for Management.

29A.32 Non-post requirements amounting to $148,300 provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment. The reduction of $6,200 is attributable to lower requirements under travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel ($4,800) and other efficiencies ($1,400) anticipated during 2016-2017, in line with General Assembly resolution 69/264.

B. Programme of work[1]

29A.33 The distribution of resources by component is reflected in table 29A.8.

Table 29A.8 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Management services	5 112.0	4 623.2	15	14
2. Enterprise resource planning project[a]	41 466.1	8 143.7	–	–
3. Management evaluation component of the administration of justice	1 857.1	1 855.5	6	6
4. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 521.8	1 520.8	5	5
Subtotal	**49 957.0**	**16 143.2**	**26**	**25**
Other assessed[b]	47 051.7	37 480.5	9	9
Extrabudgetary[c]	16 572.8	12 992.7	2	2
Total	**113 581.5**	**66 616.4**	**37**	**36**

[a] As reflected in tables 7 and 15 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1). The provision of $8,143,700 has been included pursuant to para. 17 of sect. VI of resolution 69/274, in which the General Assembly noted the additional requirements of $54.3 million projected for the biennium 2016-2017.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

[1] Subprogramme 1 of programme 25 of the biennial programme plan for the period 2016-2017.

Component 1
Management services

Resource requirements (before recosting): $4,623,200

29A.34 Substantive responsibility for this component of the subprogramme is vested within the Office of the Under-Secretary-General for Management. The component will be implemented in accordance with the strategy detailed under component 1, Management services, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services of the biennial programme plan for the period 2016-2017.

Table 29A.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff [percentage]	Target	100	100	100
		Estimate		100	100
		Actual			100
	(ii) Increased timely implementation rate of recommendations issued by the oversight bodies to the Secretariat [percentage completed on time]	Target	75	65	63
		Estimate		70	63
		Actual			68
(b) Strengthened accountability throughout the Secretariat	(i) All senior managers' annual performance assessments completed for review by the Management Performance Board [percentage completed on time]	Target	100	100	
		Estimate		100	100
		Actual			100
	(ii) Timely delivery on institutional performance (programme performance report) for review by the Management Performance Board and intergovernmental bodies [percentage completed on time]	Target	100	100	
		Estimate		100	100
		Actual			100
	(iii) Increased number of implemented recommendations of oversight bodies related to strengthening accountability in the Organization [percentage completed on time]	Target	75		
		Estimate		73	
		Actual			70
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases	Target	7.0	7.5	7.5
		Estimate		7.5	7.5
		Actual			4.0
	(ii) Maintenance of the average number of cases handled by the Headquarters Property Survey Board	Target	510	510	510
		Estimate		510	510
		Actual			565

External factors

29A.35 The objective and expected accomplishments are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States and that they will continue to be implemented by offices throughout the Secretariat.

Outputs

29A.36 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and other assessed):

(i) Substantive servicing of meetings: seven formal meetings and 30 informal consultations of the Fifth Committee of the General Assembly; three formal meetings and six informal consultations of the Committee for Programme and Coordination; and five meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: 20 reports to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (2); reports on the implementation of recommendations of the Board of Auditors (4); biennial report on United Nations system-wide management improvement (1); report on standards of accommodation for air travel (1);

(b) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (10); consolidated responses to draft reports and management letters (40); consolidated comments of the Secretary-General to CEB on the implementation of the recommendations of the Joint Inspection Unit (10); semi-annual reports to the Management Performance Board and the Oversight Committee (8); responses to requests for exceptions to the standards of accommodation for air travel (250);

(ii) Tracking and following up on the recommendations of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;

(iii) Implementation of change management, business process and continuous management improvement initiatives, and identification of best practices in management and administration;

(iv) Organization of client surveys, review and analysis of data from client surveys, and development of measures to achieve progress in attaining greater client orientation in the design and delivery of administrative services;

(v) Field assistance missions (6) to monitor the functioning of the local committees on contracts;

(vi) Substantive and technical servicing of the Headquarters Committee on Contracts, through the review of more than 700 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General;

(vii) Training of members of the local committees on contracts;

(viii) Substantive and technical servicing of the Headquarters Property Survey Board, through the review of approximately 500 property survey cases;

(ix) Substantive backstopping for the Management Performance Board regarding the senior management compacts, the preparation of substantive recommendations on the format and indicators to be contained in the compacts and the preparation of annual assessments of actual performance compared with targets contained in the compacts for submission to the Board;

(x) Substantive backstopping for the Management Committee regarding the monitoring of compliance within the Secretariat with the recommendations of oversight bodies.

29A.37 The distribution of resources for component 1 is reflected in table 29A.10.

Table 29A.10 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	4 915.1	4 440.9	15	14
Non-post	196.9	182.3	–	–
Subtotal	**5 112.0**	**4 623.2**	**15**	**14**
Other assessed[a]	3 391.1	3 197.8	8	8
Extrabudgetary[b]	641.1	505.6	2	2
Total	**9 144.2**	**8 326.6**	**25**	**24**

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project.

[b] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources and the related share of funding of the enterprise resource planning project.

29A.38 The amount of $4,440,900 provides for financing of a total of 14 posts: (a) 9 posts (1 D-1, 3 P-5, 2 P-4, 1 General Service (Principal level), 2 General Service (Other level)) in the Policy and Oversight Coordination Service; (b) 1 post (1 P-5) in the Management Support Service; and (c) 4 posts (1 P-5, 1 P-3, 2 General Service (Other level)) in the Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board. The net reduction of $474,200, compared with the biennium 2014-2015, is attributable to the proposed abolishment of a D-1 level post in the Management Support Service.

29A.39 The proposed abolishment of a post in the Management Support Service is attributable to the synergies realized through close collaboration between the enterprise resource planning project and the Management Support Service. Both have many complementary activities, including leading change management activities, improving management practices, and re-engineering business processes. The Management Support Service focuses upon improved administrative processes and support to programmatic initiatives, and the enterprise resource planning project focuses upon improved administrative processes and support activities to align the United Nations Secretariat with leading practices as supported by a global enterprise resource planning solution.

29A.40 Non-post requirements amounting to $182,300 provide for other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The reduction of $14,600, which is in line with General Assembly resolution 69/264,

reflects mainly the reduced requirements for consultants ($4,800), and contractual services ($8,400) to reflect service-level agreement rates charged by the Office of Information and Communications Technology.

29A.41 The regular budget resources are complemented by other assessed resources from the support account for peacekeeping operations in the amount of $3,197,800 that would provide for the continuation of eight temporary posts (1 D-1, 4 P-4, 1 P-3 and 2 General Service (Other level)), of which six posts are in the secretariat of the Headquarters Committee on Contracts and the Property Survey Board and two posts are in the Management Support Service. The decrease in the other assessed resources of $193,300, compared with the previous biennium, reflects lower requirements under operational costs. In addition, an amount of $505,600 from extrabudgetary resources would provide for the continuation of two temporary posts in the Policy and Oversight Coordination Service and their related operational requirements.

Component 2
Enterprise resource planning project

Resource requirements (before recosting): $8,143,700

29A.42 Substantive responsibility for this component of the subprogramme is vested within the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. The component will be implemented in accordance with the strategy detailed under component 2, Enterprise resource planning project, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2016-2017.

Table 29A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures	Target	100	100	100
		Estimate		100	100
		Actual			100
	[percentage of business processes designed and released for acceptance for Umoja Foundation, Umoja Extension 1 and Umoja Extension 2 (2016-2017 and 2014-2015) and Umoja Foundation and Umoja Extension 1 (2012-2013)]				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
	(ii) Increased percentage of business processes built and tested in human resources, finance and supply chain and central support services [percentage of business processes built and tested for Umoja Foundation, Extension 1 and Extension 2 (2016-2017 and 2014-2015) and Umoja Extension 1 (2012-2013)]	Target	100	100	100
		Estimate		100	100
		Actual			52
(b) Umoja is stabilized and operating effectively	(i) Decrease in the number of help desk support requests after stabilization [ticket volume]	Target	1 ticket for every 40.5 users	–	–
		Estimate		1 ticket for every 40 users	
		Actual			
	(ii) Decreased amount of time required to provide help to support requests [average amount of time (hours) required to resolve a high-level service request or incident]	Target	48		
		Estimate		70	
		Actual			

External factors

29A.43 The objective and expected accomplishments are expected to be achieved on the assumption that all vendors meet all contractual requirements in a timely manner and the software and technological systems meet all performance requirements.

Outputs

29A.44 During the biennium 2016-2017, the following outputs will be delivered (regular budget, other assessed and extrabudgetary):

(a) Umoja system (Umoja Foundation and Umoja Extension 1) deployed and functioning efficiently in 100 per cent of the rest of the Organization;

(b) Umoja Extension 2, with its functionality related mainly to supply chain management, budget formulation and programme management, released as planned.

29A.45 The distribution of resources for component 2 is reflected in table 29A.12.

Table 29A.12 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post[a]	41 466.1	8 143.7	–	–
Subtotal	**41 466.1**	**8 143.7**	**–**	**–**
Other assessed[b]	42 946.2	33 660.9	–	–
Extrabudgetary[c]	15 931.7	12 487.1	–	–
Total	**100 344.0**	**54 291.7**	**–**	**–**

[a] As reflected in tables 7 and 15 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1). The provision of $8,143,700 has been included pursuant to para. 17 of sect. VI of resolution 69/274, in which the General Assembly noted the additional requirements of $54.3 million projected for the biennium 2016-2017.

[b] Peacekeeping support account share of funding of the enterprise resource planning project.

[c] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, from technical cooperation reimbursement resources' share of funding of the enterprise resource planning project.

29A.46 The provision of $8,143,700 under grants and contributions would provide for the regular budget share for the biennium 2016-2017 of the enterprise resource planning project costs. This constitutes part of the total revised requirements for the project, of which the regular budget's share is $65,902,700, as set out in tables 7 and 15 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1).

29A.47 The estimated non-regular budget share in the biennium 2016-2017 for the enterprise resource planning project costs, amounting to $46,148,000, comprises other assessed resources of $33,660,900 and extrabudgetary resources of $12,487,100. Those amounts and their proportional share of the total resource requirements for the project have most recently been presented in tables 7 and 15 of the sixth progress report on the enterprise resource planning project (A/69/385 and Corr.1).

Component 3
Management evaluation component of the administration of justice

Resource requirements (before recosting): $1,855,500

29A.48 Substantive responsibility for this component of the subprogramme is vested within the Office of the Under-Secretary-General for Management. The component will be implemented in accordance with the strategy detailed under component 3, Management evaluation component of the administration of justice, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2016-2017.

Table 29A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	All management evaluation requests are responded to within the prescribed 30- and 45-day time limits	Target	94	94	87
		Estimate		92	92
		Actual			92
(b) Improved accountability in management-related decisions	Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat	Target	12	12	10
		Estimate		12	13
		Actual			13
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation	Target	42	41	40
		Estimate		41	39
		Actual			39

External factors

29A.49 The objective and expected accomplishments are expected to be achieved on the assumption that there will be no significant increase in the number of evaluation requests and improper or incorrect decisions.

Outputs

29A.50 During the biennium 2016-2017, the following outputs will be delivered (regular budget and other assessed):

(a) Administrative support services:

(i) Provision of recommendations on requests for management evaluation of contested administrative decisions as to whether the requests are receivable and, if so, whether the contested administrative decisions are in accordance with the applicable internal rules and jurisprudence of the Organization;

(ii) Provision of recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; identification and provision of recommendations on systemic issues in respect of managerial decision-making authority;

(iii) Tracking of managerial compliance with responsibilities in the Organization's system of administration of justice and identification of circumstances in which delegated managerial authority may be withdrawn or referred for investigation;

(iv) Provision of guidance to decision makers in the form of periodic lessons learned guides;

(b) Other substantive activities: provision of inputs to the report of the Secretary-General on the administration of justice.

29A.51 The distribution of resources for component 3 is reflected in table 29A.14.

Table 29A.14 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 627.9	1 627.9	6	6
Non-post	229.2	227.6	–	–
Subtotal	**1 857.1**	**1 855.5**	**6**	**6**
Other assessed	390.8	298.2	–	–
Total	**2 247.9**	**2 153.7**	**6**	**6**

29A.52 The amount of $1,627,900 provides for financing of six posts (1 P-5, 2 P-4, 3 General Service (Other level)) in the Management Evaluation Unit.

29A.53 Non-post requirements in the amount of $227,600 provide for other staff costs, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The reduction of $1,600, which is in line with General Assembly resolution 69/264, reflects the service-level agreement rates provided by the Office of Information and Communications Technology.

29A.54 Regular budget resources are complemented by other assessed resources estimated at $298,200 that would provide for operational costs to deliver the programme of work and outputs described in paragraph 29A.50 above.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,520,800

29A.55 Substantive responsibility for this component of the subprogramme is vested within the secretariat of the Fifth Committee and the Committee for Programme and Coordination. The component will be implemented in accordance with the strategy detailed under component 4, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, of programme 25, part A, Management and support services, of the biennial programme plan for the period 2016-2017.

Table 29A.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow simultaneous publication in all official languages [percentage of final reports of the committees submitted by established deadlines]	Target	100	100	100
		Estimate		100	100
		Actual			100
	(ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services [number of complaints]	Target	zero	zero	zero
		Estimate		zero	zero
		Actual			zero

External factors

29A.56 The objective and expected accomplishments are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned, and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in informal informal meetings and requests for documentation will be received in a timely and coordinated manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings as well as during informal and informal informal consultations.

Outputs

29A.57 During the biennium 2016-2017, the following outputs will be delivered (regular budget and other assessed):

(a) Servicing the Fifth Committee of the General Assembly and the Committee for Programme and Coordination:

(i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee of the General Assembly (640 meetings and consultations) and the Committee for Programme and Coordination (80 meetings and consultations) for the effective delivery of their mandates;

(ii) Planning and organization of activities and services related to sessions of the Committees;

(iii) Provision of advice to the Chairs and bureaux of the Committees, and to Member States;

(iv) Notes on the programme of work and on the status of documentation; 160 procedural notes for the Chairs (80 procedural notes for the Chair of the Fifth Committee of the

General Assembly and 80 procedural notes for the Chair of the Committee for Programme and Coordination); substantive summaries of the meetings, as required; and working and background papers, as required;

(b) Other substantive activities: maintenance and update of the websites of the Committees.

29A.58 The distribution of resources for component 4 is reflected in table 29A.16.

Table 29A.16 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 491.8	1 491.8	5	5
Non-post	30.0	29.0	–	–
Subtotal	**1 521.8**	**1 520.8**	**5**	**5**
Other assessed	323.6	323.6	1	1
Total	**1 845.4**	**1 844.4**	**6**	**6**

29A.59 The amount of $1,491,800 provides for financing of five posts (1 D-2, 1 P-5, 1 P-2, 2 General Service (Other level)) in the secretariat of the Fifth Committee and the Committee for Programme and Coordination.

29A.60 Non-post requirements in the amount of $29,000 provide for other staff costs, contractual services, and furniture and equipment. The reduction of $1,000 reflects the service level agreement rates provided by the Office of Information and Communications Technology.

29A.61 The regular budget resources are complemented by other assessed resources of $323,600 from the support account for peacekeeping operations that would provide for the continuation of a post (P-3) in the secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination under the support account for peacekeeping operations.

C. Programme support

Resource requirements (before recosting): $4,169,600

29A.62 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely, the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services, the Office of Information and Communications Technology, the Office of the Capital Master Plan, and the enterprise resource planning project team, in the areas of human resources, finance and general administration. The Executive Office also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors, the Independent Audit Advisory Committee, CEB, the Global Compact Office, the Human Security Unit, the United Nations Office for Partnerships, and the liaison offices of the United Nations Office on Drugs and Crime, the United Nations Convention to Combat Desertification and the United Nations Institute for Training and Research in New York. In addition, the Executive Office provides administration of official travel for the members of the Committee for Programme and

Coordination, the Independent Audit Advisory Committee and the Committee on Contributions, and for the representatives from least developed countries. Furthermore, it centrally administers the provisions for the rental of premises and alterations for the United Nations Secretariat at Headquarters as a whole.

29A.63 The distribution of resources for programme support is reflected in table 29A.17.

Table 29A.17 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 894.5	3 894.5	16	16
Non-post	278.1	275.1	–	–
Subtotal	**4 172.6**	**4 169.6**	**16**	**16**
Other assessed[a]	65 634.4	25 922.6	1	1
Extrabudgetary[b]	5 803.9	5 365.2	2	2
Total	**75 610.9**	**35 457.4**	**19**	**19**

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole.

[b] Extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

29A.64 The amount of $3,894,500 provides for financing of 16 posts (1 D-1, 2 P-5, 1 P-4, 1 P-3, 3 General Service (Principal level), 8 General Service (Other level)) in the Executive Office.

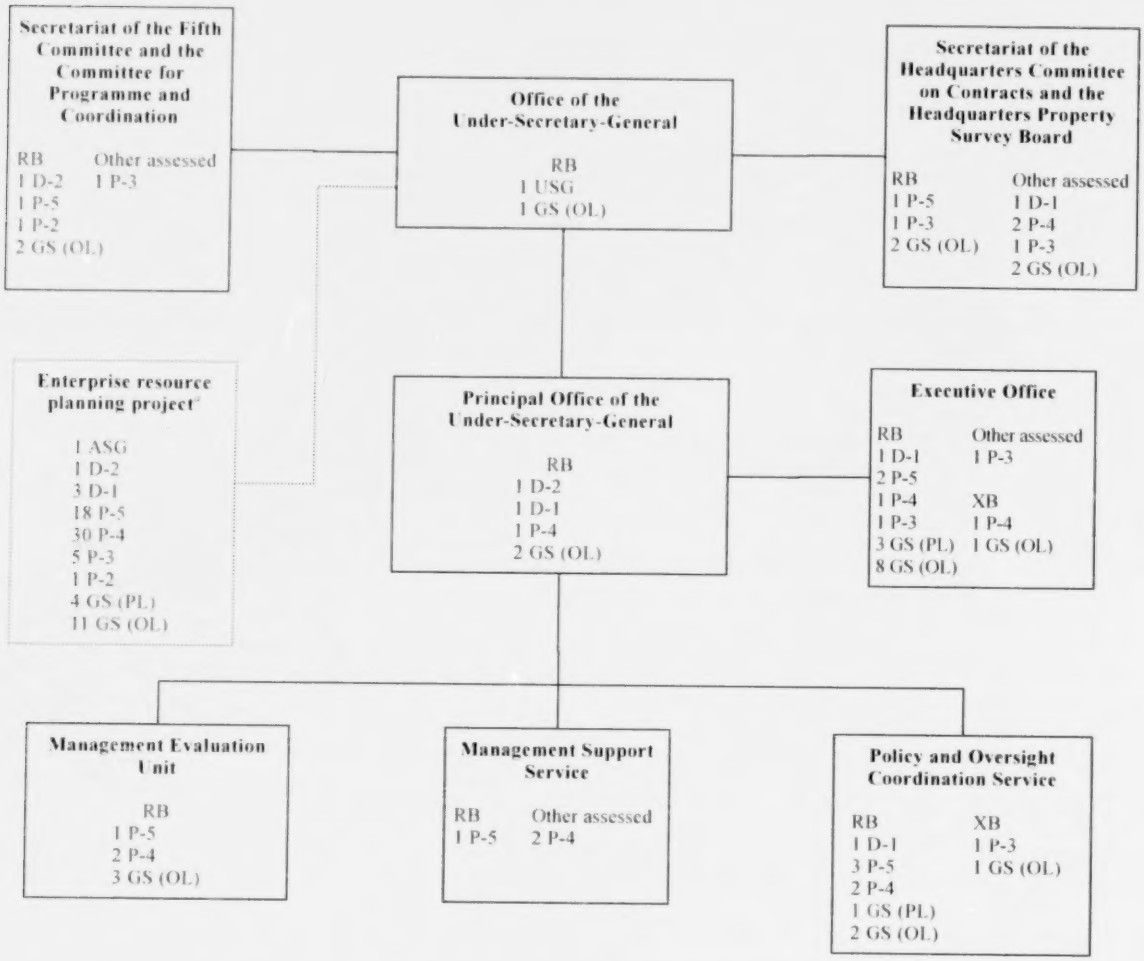
29A.65 Non-post requirements in the amount of $275,100 provide for other staff costs, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The reduction of $3,000 under contractual services reflects the service level agreement rates provided by the Office of Information and Communications Technology.

29A.66 Other assessed resources in the amount of $25,922,600 would provide for the continuation of one post (1 P-3), and overall operational costs managed by the Executive Office of the Department of Management funded from the support account for peacekeeping operations. The net decrease of $39,711,800, compared with the biennium 2014-2015, is attributable primarily to the move of standard rental of premises, alterations, improvements and furniture under support account from Section 29A, Office of the Under-Secretary-General for Management to Section 29D, Office of Central Support Services, so as to allow for the appropriate presentation of these costs.

29A.67 Extrabudgetary resources of $5,365,200 for operational costs would provide for the continuation of two posts (1 P-4 and 1 General Service (Other level)) for the backstopping services provided by the Executive Office of the Department of Management from the extrabudgetary funding derived from programme support income received as reimbursement for the services provided by the central administration for extrabudgetary activities, funds and programmes, and from technical cooperation reimbursement resources.

Annex I

Organizational structure and post distribution for the biennium 2016-2017



[a] Temporary posts funded jointly from the regular budget, peacekeeping support account and extrabudgetary resources. The number of posts will be reduced from 74 to 50 during 2017 (see A/69/385 and Corr.1, para. 136).

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/69/5 (Vol. I))	
The Board recommends that the Administration, as part of its work on enterprise risk management, develop a strategy to enhance the accountability and internal control framework, including the development of a "statement on internal control" or equivalent document. This replaces the Board's previous recommendation on internal control (para. 48).	The Administration recognizes enterprise risk management as a crucial managerial tool to enhance accountability and the internal control framework across the entire spectrum of activities of the Organization. The documentation for the internal control framework would be an important step to clarifying its components. However, only through the identification and evaluation of risks and the design of appropriate response strategies will the Organization be able to progressively assess the effectiveness of the internal control system as a continuous process. The path to the development and adoption of a credible "statement on internal control" will require considerable time, as enterprise risk management needs to be embedded in the entire Organization prior to its preparation, and sustained by proper resources, so as to effectively guide the operations of the Organization. In addition, the Administration would like to note that the timing of the development of a "statement on internal control" or equivalent document is also dependent on the full deployment of Umoja. This will ensure that Umoja's overall improvements to accountability and control systems are effectively leveraged.
The Board recommends that the Administration conduct a comprehensive fraud risk assessment, using in-depth research in high-risk areas, to determine the Organization's vulnerabilities and exposure to risks of fraud from both internal and external sources (para. 142). The Board recommends that the Administration review and rationalize the current suite of policy and guidance material on fraud and other misconduct to provide staff and others with clarity concerning the correct procedures to follow when a fraud is discovered (para. 147).	The Administration fully recognizes the importance of a mature and integrated Organization-wide approach to tackling fraud risk through the development and maintenance of sound anti-fraud policies and strategies, starting with a comprehensive fraud risk assessment. This includes undertaking a comprehensive fraud risk assessment, developing and rationalizing the existing suite of policies and guidance materials, and developing and implementing proper procedures, based on best practice.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Administration develop an integrated strategic approach to tackling fraud, drawing on the many practical examples of good practice being adopted across the world and adapting these to the Organization's circumstances. The first step will be assessing and understanding the type and scale of fraud threats the United Nations is exposed to (para. 159).	
Office of Internal Oversight Services Audit of the process of reporting cases of fraud or presumptive fraud in financial statements (AH2013/511/03)	
The Department of Management should, in consultation with other departments and offices, finalize the policy on fraud to provide comprehensive and easily accessible guidance to all parties on all aspects of fraud.	The Department of Management accepted the recommendation and stated that it would consult with other departments and offices and finalize the policy on fraud before the end of 2015.
Advisory Committee on Administrative and Budgetary Questions (A/68/7)	
In view of the fact that the delivery of administrative and support services constitutes a significant part of the activities of the various offices of the Department of Management, the Advisory Committee considers that a sound understanding of client satisfaction and experience is essential to assess the effectiveness of service delivery, as well as to drive performance improvement. The Committee also believes that, in general, much remains to be done if the various offices of the Department of Management are to evolve from a predominantly provider-focused approach in the delivery of services to one that is driven by the needs and perspectives of the client. The Committee therefore recommends that the Secretary-General be requested to continue to refine the performance framework of the offices of the Department of Management with a view to achieving a more rigorous assessment of performance and client satisfaction (para. VIII.14).	The Department of Management administers a comprehensive survey once every two years to assess client satisfaction level with its services provided by the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts, the Office of Central Support Services, the Office of the Under-Secretary-General, the Office of Information and Communications Technology and the Office of the Capital Master Plan. The survey is sent to a select group of staff at all levels in Headquarters, offices away from Headquarters, the regional commissions and field missions, who, on the basis of their job functions, are most likely to provide knowledgeable answers about Department of Management services. Staff are asked to rate individual services based on the attributes of quality of services (degree of excellence in services provided), and timeliness (occurring at an opportune time). In addition, the overall assessment is formed by the end of the survey through questions on client focus, overall quality and timeliness of the entire Department, which form the performance indicator of the programme.

Brief description of the recommendation	*Action taken to implement the recommendation*
	The results of the survey are shared with the heads of the participating offices in order to improve the services based on the needs and perspective of the clients. Performance measures set in the logical framework as relates to client satisfaction are on an upward scale in line with the increased satisfaction rate registered in the previous two bienniums.

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Proposed programme budget for the biennium 2016-2017*

Part VIII
Common support services

Section 29B
Office of Programme Planning, Budget and Accounts

(Programme 25 of the biennial programme plan for the period 2016-2017)**

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* A summary of the approved programme budget will subsequently be issued as A/70/6/Add.1.

** A/69/6/Rev.1.

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Overview

Table 29B.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	37 029 300
New mandates and inter-component changes	(164 700)
Changes in line with General Assembly resolution 69/264 (further reductions)	(21 100)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(1 120 500)
Total resource change	(1 306 300)
Proposal of the Secretary-General for 2016-2017[a]	35 723 000

[a] At 2014-2015 revised rates.

Table 29B.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	130	1 ASG, 3 D-2, 8 D-1, 10 P-5, 18 P-4, 17 P-3, 8 P-2/1, 8 GS (PL), 57 GS (OL)
Redeployments	(1)	1 GS (OL) to be redeployed to section 29E, Office of Information and Communications Technology
Proposed for the biennium 2016-2017	129	1 ASG, 3 D-2, 8 D-1, 10 P-5, 18 P-4, 17 P-3, 8 P-2/1, 8 GS (PL), 56 GS (OL)

Overall orientation

29B.1 The Office of Programme Planning, Budget and Accounts is responsible for the implementation of the work programme under this section. The programme is guided by the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination.

29B.2 The activities programmed under this section fall within subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2016-2017.

29B.3 The Office of Programme Planning, Budget and Accounts:

(a) Administers and ensures compliance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and relevant legislative mandates;

(b) Establishes and applies the budgetary and accounting policies and procedures of the United Nations, in accordance with the Financial Regulations and Rules of the United Nations and relevant standards;

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; XB, extrabudgetary.

(c) Ensures sound financial management of all resources made available to the Organization, as well as their effective and efficient use, directly or through delegation of authority and/or instructions to other offices of the United Nations at Headquarters and overseas;

(d) Accounts for and reports to the appropriate authorities on the use made of United Nations financial resources;

(e) Facilitates intergovernmental deliberations by the General Assembly and decision-making bodies on the issues of planning, programming, budgeting and accounts of the Organization;

(f) Oversees the implementation and operations of the financial components of the enterprise resource planning system, Umoja, which will progressively replace current systems, including the Integrated Management Information System (IMIS) and the Sun system, inter alia, by defining business specifications for changes and conducting user acceptance tests.

29B.4 The Office of Programme Planning, Budget and Accounts carries out its activities in cooperation with other departments and offices of the Secretariat and, as appropriate, other entities of the United Nations system. Such collaboration and cooperation includes the preparation of reports, participation in meetings, briefings, technical and substantive support and the sharing of information and experience.

29B.5 Efforts are ongoing to ensure that activities implemented from all sources of funding are directed at improving internal controls; enhancing risk management; streamlining processes; strengthening information technology services; improving financial management, reporting and accounting; and improving services to meet clients' needs.

29B.6 During the biennium 2016-2017, the Office of Programme Planning, Budget and Accounts will continue to further refine results-based budgeting and further improve the budget presentation. Having led the implementation of the International Public Sector Accounting Standards (IPSAS) for peacekeeping and all other operations across the Secretariat, with the focus on the timely preparation of the first set of IPSAS-compliant financial statements, the Office will direct its attention during 2016-2017 to the sustainability of IPSAS compliance and the realization of benefits. In addition, the progressive deployment of Umoja Foundation and Extension, including Umoja Extension to peacekeeping operations, will have a significant impact on the preparation of IPSAS-compliant financial statements for 2015 and 2016, which will be managed carefully.

29B.7 The deployment of Umoja has provided the Treasury with enhanced cash management functionality, leading to stronger risk management through consolidation of bank accounts. It is anticipated that the budget formulation module, as part of Umoja Extension 2, will be developed, tested and implemented. The budget formulation module will complement the existing Umoja functionalities delivered in previous phases (Foundation and Extension 1), ensuring seamless transition across budget planning, implementation and reporting.

29B.8 In a system-wide coherence context, the Office of Programme Planning, Budget and Accounts contributes to the Finance and Budget Network and is instrumental in providing input with regard to finance and budget-related issues of common concern to United Nations system organizations as a whole. The Finance and Budget Network covers areas such as international accounting standards, treasury practices, auditing and oversight mechanisms, financial reporting and cost recovery, and is responsible for providing guidance to jointly financed activities of the United Nations system, including investment management. The efforts made in that context would lead to the harmonization of business practices throughout the United Nations system, including general management issues, to ensure management coherence from the global level to the country level.

29B.9 While the totality of resources available is presented, the proposals herein do not address elements directly related to the support of peacekeeping operations, which are funded from the support

account for peacekeeping operations. Details of all the responsibilities of the Office of Programme Planning, Budget and Accounts are included in the most recent Secretary-General's bulletin for the Office.

29B.10 The specific objectives, expected accomplishments and indicators of achievement of the main organizational units of the Office of Programme Planning, Budget and Accounts for the biennium 2016-2017 are detailed, together with resources, under executive direction and management and the programme of work.

Overview of resources

29B.11 The overall level of resources proposed for the biennium for this section amounts to $35,723,000 before recosting, reflecting a net decrease of $1,306,300, or 3.5 per cent, compared with the appropriation for 2014-2015. Resource changes result from three factors, namely: (a) new mandates and inter-component changes ($164,700) relating to the transfer of one post to the Office of Information and Communications Technology (sect. 29E); (b) further reductions in line with General Assembly resolution 69/264 ($21,100); and (c) efficiencies in line with General Assembly resolution 69/264 ($1,120,500). The proposed reductions will not have an impact on full and effective mandate implementation.

29B.12 Resource changes in line with General Assembly resolution 69/264 reflect proposals for freezing recruitment against established posts and reductions in non-post resources that are anticipated in 2016-2017.

29B.13 The proposed reductions will be influenced by the impact of the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the proposed reductions, while firm in financial terms, are flexible in operational terms. The flexibility means that the composition of the post freezes, and the reorganization of functions and roles as a result of the freezing of posts, will only be determined during 2016-2017, when the impact of Umoja becomes clearer.

29B.14 The distribution of resources is reflected in tables 29B.3 to 29B.5.

Table 29B.3 Financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

		2012-2013 expenditure	*2014-2015 appropriation*	*Resource change*						*Total before recosting*	*Recosting*	*2016-2017 estimate*
				Technical adjustment (non-recurrent)	*New mandates and inter-component changes*[a]	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*			
A	Executive direction and management	4 084.8	3 731.5	–	–	(12.9)	(289.5)	(302.4)	(8.1)	3 429.1	87.5	3 516.6
B	Programme of work											
	1 Programme planning and budgeting	9 755.2	10 331.1	–	–	(0.9)	(313.6)	(314.5)	(3.0)	10 016.6	262.7	10 279.3
	2 Financial services relating to peacekeeping operations[b]	–	–	–	–	–	–	–	–	–	–	–
	3 Accounting, contributions and financial reporting	20 007.0	18 181.4	–	–	(4.9)	(360.6)	(365.5)	(2.0)	17 815.9	610.5	18 426.4
	4 Treasury services	1 754.7	1 753.5	–	–	(2.0)	–	(2.0)	(0.1)	1 751.5	48.4	1 799.9
	5 Financial information operations	3 481.1	3 031.8	–	(164.7)	(0.4)	(156.8)	(321.9)	(10.6)	2 709.9	76.8	2 786.7
	Subtotal, B	**34 998.0**	**33 297.8**	**–**	**(164.7)**	**(8.2)**	**(831.0)**	**(1 003.9)**	**(3.0)**	**32 293.9**	**998.4**	**33 292.3**
	Subtotal, 1	**39 082.8**	**37 029.3**	**–**	**(164.7)**	**(21.1)**	**(1 120.5)**	**(1 306.3)**	**(3.5)**	**35 723.0**	**1 085.9**	**36 808.9**

(2) *Other assessed*

		2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
A	Executive direction and management	6 073.1	8 329.2	7 463.8
B	Programme of work			
	1 Programme planning and budgeting	–	–	–
	2 Financial services relating to peacekeeping operations	11 075.7	12 674.8	12 676.4
	3 Accounting, contributions and financial reporting	15 039.1	14 123.5	14 210.0
	4 Treasury services	3 429.5	3 238.8	3 200.2
	5 Financial information operations	4 172.4	3 839.3	3 978.8
	Subtotal, B	**33 716.7**	**33 876.4**	**34 065.4**
	Subtotal, 2	**39 789.8**	**42 205.6**	**41 529.2**

(3) *Other assessed*

		2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A	Executive direction and management	1 420.5	1 970.2	1 974.9
B	Programme of work			
1	Programme planning and budgeting	2 661.9	3 272.4	3 666.1
2	Financial services relating to peacekeeping operations	132.6	175.3	175.3
3	Accounting, contributions and financial reporting	12 065.3	12 938.6	12 692.5
4	Treasury services	975.8	1 288.0	1 293.8
5	Financial information operations	6 060.4	5 697.7	5 769.3
	Subtotal, B	**21 896.0**	**23 372.0**	**23 597.0**
	Subtotal, 3	**23 316.5**	**25 342.2**	**25 571.9**
	Total	**102 189.1**	**104 577.1**	**103 910.0**

[a] Reflects redeployment of resources to section 29E, Office of Information and Communications Technology in line with section II of General Assembly resolution 69/262.

[b] Resource requirements financed exclusively by the support account for peacekeeping operations and extrabudgetary resources in support of substantive activities.

Table 29B.4 **Post resources**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed[a]		Extrabudgetary[b]			
Category	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
Professional and higher										
ASG	1	1	–	–	–	–	–	–	1	1
D-2	3	3	–	–	1	1	–	–	4	4
D-1	8	8	–	–	1	1	–	–	9	9
P-5	10	10	–	–	6	6	7	7	23	23
P-4/3	35	35	–	–	46	48	26	25	107	108
P-2/1	8	8	–	–	2	3	1	2	11	13
Subtotal	**65**	**65**	–	–	**56**	**59**	**34**	**34**	**155**	**158**

Category	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[a]		Temporary: Extrabudgetary[b]		Total	
	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
General service										
Principal level	8	8	–	–	4	4	8	9	20	21
Other level	57	56	–	–	42	42	38	36	137	134
Subtotal	**65**	**64**	**–**	**–**	**46**	**46**	**46**	**45**	**157**	**155**
Total	**130**	**129**	**–**	**–**	**102**	**105**	**80**	**79**	**312**	**313**

[a] Includes posts exclusively funded by the support account for peacekeeping operations.

[b] Includes a total of 79 posts for extrabudgetary programme planning, budgeting and accounts activities as follows: programme support for technical cooperation (1 P-4, 1 General Service (Principal level), 8 General Service (Other level)); programme support for extrabudgetary administrative structures (2 P-5, 1 P-4, 4 P-3, 2 P-2/1, 1 General Service (Principal level), 7 General Service (Other level)); programme support for substantive activities (5 P-5, 7 P-4, 9 P-3, 5 General Service (Principal level), 17 General Service (Other level)); United Nations Fund for International Partnerships (1 General Service (Other level)); and the Tax Equalization Fund (1 P-4, 2 P-3, 2 General Service (Principal level) and 3 General Service (Other level)).

Table 29B.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Executive direction and management	9.6	18.0	7.7
B. Programme of work			
1. Programme planning and budgeting	28.0	–	14.3
2. Financial services relating to peacekeeping operations	–	30.5	0.7
3. Accounting, contributions and financial reporting	49.9	34.2	49.6
4. Treasury services	4.9	7.7	5.1
5. Financial information operations	7.6	9.6	22.6
Subtotal, B	**90.4**	**82.0**	**92.3**
Total	**100.0**	**100.0**	**100.0**

New mandates and inter-component changes

29B.15 Resource changes reflecting a decrease of $164,700 under posts, relate to the proposed redeployment of one General Service (Other level) post from component 5, Financial information operations, to section 29E, Office of Information and Communications Technology, in support of the new information and communications technology strategy approved under section II of General Assembly resolution 69/262.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

29B.16 Resource changes reflecting a decrease of $21,100 under non-post resources are proposed in line with General Assembly resolution 69/264. The proposed decrease relates to travel of staff and takes into account the anticipated impact of the approved standards of accommodation for air travel.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

29B.17 Resource changes reflecting a net decrease of $1,120,500 are proposed in line with General Assembly resolution 69/264. The decrease is comprised of a reduction of $1,141,100 under posts that is offset in part by an increase of $20,600 under non-post resources. The decrease of $1,141,100 under posts includes the proposed freezing of recruitment against established posts under executive management and direction ($294,800); component 1, Programme planning and budgeting ($319,400); component 3, Accounting, contributions and financial reporting ($367,200); and component 5, Financial information operations ($159,700).

29B.18 The proposed increase of $20,600 under non-post resources relates primarily to an increase under general temporary assistance to ensure continued coverage or services during peak workload periods, taking into account the proposed freeze in recruitment.

Other assessed and extrabudgetary resources

29B.19 Projected other assessed and extrabudgetary resources amounting to $67,101,100 would support the Office in the implementation of its programme of work. The projected level of $67,101,100 includes $41,529,200 from the support account for peacekeeping operations, $22,478,100 from programme support income received as reimbursement for services provided by the central administration for extrabudgetary activities, funds and programmes, and $3,093,800 from other extrabudgetary resources, and represents a decrease of $446,700 compared with the level of projected resources in the biennium 2014-2015. The decrease is primarily attributable to lower requirements under the support account for peacekeeping operations and the discontinuation of the capital master plan and support for extrabudgetary administrative structures for the International Criminal Tribunal for Rwanda.

Other information

29B.20 Pursuant to General Assembly resolution 58/269, resources were identified within the available capacity in the Professional and General Service categories for the conduct of monitoring and evaluation in the Office of Programme Planning, Budget and Accounts equivalent to $2,402,400 ($2,052,700 funded from the regular budget, comprising 125 work-months at the Professional level and 23 work-months at the General Service level; $29,800 funded from the support account for peacekeeping operations, comprising 2 work-months at the Professional level; and $319,900 funded from the extrabudgetary resources, comprising 18 work-months at the Professional level and 4 work-months at the General Service level).

29B.21 Internal evaluation is based on periodic reviews and analysis of performance data, as well as client satisfaction surveys conducted at regular intervals within the existing capacity. Internal evaluations have resulted in the automation of various accounting processes, including those pertaining to payroll, income tax, health and life insurance, and travel/vendor claims, which has improved monitoring of and efficiency in the delivery of client services. The programme will also rely on a careful and comprehensive review of audit opinions of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit.

A. Executive direction and management

Resource requirements (before recosting): $3,429,100

29B.22 The Assistant Secretary-General, Controller, is responsible for all the activities of the Office of Programme Planning, Budget and Accounts, and supervises five organizational entities, namely, the Programme Planning and Budget Division, the Peacekeeping Financing Division, the Accounts Division, the Treasury and the Financial Information Operations Service. The Assistant Secretary-General, Controller, administers, as delegated, the Financial Regulations and Rules of the United Nations and ensures compliance therewith; advises the Secretary-General and the Under-Secretary-General for Management on policy matters with respect to the budget, plans, work programmes and finances of the United Nations; represents the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination in the presentation of the budget outline, the biennial programme budgets, the budgets of the International Tribunals, the strategic framework, and the peacekeeping budgets and budget performance reports; represents the Secretary-General in other bodies and working groups of the United Nations system and in other international forums on budgetary and financial matters; establishes budgetary and accounting policies, procedures and guidelines for the Organization, including the issuance of instructions for the preparation of budget and performance reports and establishment of submission deadlines; exercises financial control of the resources of the Organization; and designates and approves staff members whose functions involve significant financial duties, where this authority is to be exercised by the Controller pursuant to existing rules.

29B.23 The Office of the Assistant Secretary-General, Controller, provides assistance in the overall direction, supervision and management of the Office of Programme Planning, Budget and Accounts; discharges responsibilities as delegated to the Assistant Secretary-General, Controller, under the Financial Regulations and Rules of the United Nations; formulates policy papers, reports and guidelines and provides advice on planning, programming and budgetary and accounting matters; evaluates, reviews and formulates the terms and conditions of the delegation of the Controller's authority and responsibility under the Financial Regulations and Rules of the United Nations and monitors the application thereof; reviews all financial agreements outlining the terms and conditions of voluntary contributions, including contributions in kind and non-reimbursable loans in compliance with the Financial Regulations and Rules of the United Nations; and coordinates interdepartmental activities relating to planning and programming as well as budgetary and accounting matters.

29B.24 Further to resolution 60/283, by which the General Assembly approved the adoption of the International Public Sector Accounting Standards by the United Nations, the International Public Accounting Standards Implementation Unit was established in the Office of the Assistant Secretary-General, Controller, during the biennium 2006-2007. Major achievements of the Unit include: the development of an IPSAS policy framework reflecting the application of IPSAS principles to the business model of the United Nations and the articulation of the related policies and procedures, supporting the design and configuration of the related information systems, especially Umoja, and leading the preparation of the first IPSAS-compliant financial statements and the related change management activities that are an essential part of such a large-scale project. During the biennium 2016-2017, the Unit will concentrate on activities to support the sustainability of IPSAS compliance, namely: (a) management of the regulatory framework, which will continue to evolve with changes to the standards approved by the independent International Public Sector Accounting Standards Board; (b) strengthening of internal controls in the context of revised policies and procedures; (c) training and skills development to deal with the new policy

and system changes; (d) Umoja processes and transition arrangements and review; and (e) IPSAS benefits management activities.

29B.25 The Deputy Controller, at the D-2 level, oversees the overall management of the Office of Programme Planning, Budget and Accounts; assists the Assistant Secretary-General, Controller, in the overall direction, supervision and management of the Office of Programme Planning, Budget and Accounts and provides guidance to the financial community of the Organization; responds to the need to improve timeliness and ensures comprehensive review and approval of administrative actions, including providing the management resources necessary to lead operational initiatives to enhance efficiency and effectiveness; and responds promptly to and follows up on implementation of oversight recommendations by the Office of Internal Oversight Services, the Joint Inspection Unit and the Board of Auditors. This enables appropriate burden-sharing between the Controller and the Deputy Controller in addressing the complex and critical financial management issues in a proactive manner.

Table 29B.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of financial resources of the Organization and management of the programme of work and staff of the Office

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Sound financial management and control in the Organization	Absence of significant adverse audit observations relating to financial management and control	Target	0	0	0
		Estimate		0	0
	[number of adverse observations]	Actual			0
(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources	Reduction in the number of days to clear donor, executing agencies, host country and framework agreements	Target	6.5	7.5	7
		Estimate		7	8
		Actual			7
(c) Improved financial policies	Assistance provided to clients on application of the Financial Regulations and Rules, policies and procedures	Target	90	90	90
		Estimate		90	88.5
		Actual			90
	[percentage of clients expressing satisfaction]				

29B.26 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders fully comply with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and relevant legislative mandates.

Outputs

29B.27 During the biennium 2016-2017, the following final outputs will be delivered:

(a) Servicing of intergovernmental/expert bodies (regular budget, other assessed and extrabudgetary): 25 meetings of the Advisory Committee on Administrative and Budgetary

Questions; 12 meetings of the Committee for Programme and Coordination; and 35 formal and 25 informal meetings of the Fifth Committee of the General Assembly;

(b) Other substantive activities (regular budget, other assessed and extrabudgetary): representation at and convening of meetings with financial officials of the Secretariat, offices away from Headquarters and United Nations funds and programmes on issues of common concern (8 meetings);

(c) Advisory services (regular budget, other assessed and extrabudgetary):

(i) Provision of advice on voluntary contribution financial agreements entered into between the United Nations and, inter alia, Governments, non-governmental organizations and private contributors (1,000);

(ii) Provision of assistance to clients on the application of the Financial Regulations and Rules of the United Nations, procedures and policies (160);

(iii) Administrative support and finance services (regular budget, other assessed and extrabudgetary): review and authorization of delegations of authority as they relate to financial matters, including review and approval of requests for clearance of staff members designated to perform significant functions in the management of financial resources in accordance with the Secretary-General's bulletin ST/SGB/2005/7 (480); training workshops on financial issues for chief administrative officers and chief finance officers (4); training workshops on IPSAS (18).

29B.28 The distribution of resources for executive direction and management is reflected in table 29B.7

Table 29B.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 423.2	3 128.4	10	10
Non-post	308.3	300.7	–	–
Subtotal	**3 731.5**	**3 429.1**	**10**	**10**
Other assessed	8 329.2	7 463.8	2	2
Extrabudgetary	1 970.2	1 974.9	5	5
Total	**14 030.9**	**12 867.8**	**17**	**17**

29B.29 The amount of $3,128,400 under posts, reflecting a decrease of $294,800, would provide for the partial funding of 10 posts (1 ASG, 1 D-2, 2 P-5, 2 P-4, 1 P-3 and 3 General Service (Other level)). The net decrease of $294,800 is attributable to the freezing of recruitment against established posts in line with General Assembly resolution 69/264.

29B.30 Non-post requirements amounting to $300,700, reflecting a decrease of $7,600, would provide for general temporary assistance, travel of staff, contractual services and other operational expenses. The net decrease of $7,600 relates primarily to reduced requirements under travel of staff, which take into account the anticipated impact of the approved standards of accommodation for air travel.

29B.31 The Office is supported by projected other assessed resources and extrabudgetary resources amounting to $7,463,800 and $1,974,900, respectively. Other assessed resources would provide for

two posts (1 P-4 and 1 General Service (Other level)) funded from the support account for peacekeeping operations. Extrabudgetary resources would provide for five posts (1 P-5, 3 P-4 and 1 General Service (Other level)), that would provide administrative support and financial services relating to the coordination of audit and oversight recommendations; monitoring and evaluation; voluntary contributions; financial agreements entered into between the United Nations and Governments, non-governmental organizations and private contributors; assistance to clients on the application of the Financial Regulations and Rules of the United Nations, procedures and policies; and review and authorization of delegations of authority as they relate to financial matters. The net decrease of $860,700 compared with the biennium 2014-2015 is attributable to reduced requirements under the support account related primarily to a reduction in requirements for consultants for the implementation of IPSAS.

B. Programme of work[1]

Table 29B.8 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Programme planning and budgeting	10 331.1	10 016.6	33	33
2. Financial services relating to peacekeeping operations[a]	–	–	–	–
3. Accounting, contributions and financial reporting	18 181.4	17 815.9	74	74
4. Treasury services	1 753.5	1 751.5	5	5
5. Financial information operations	3 031.8	2 709.9	8	7
Subtotal	**33 297.8**	**32 293.9**	**120**	**119**
Other assessed	33 876.4	34 065.4	100	103
Extrabudgetary	23 372.0	23 597.0	75	74
Total	**90 546.2**	**89 956.3**	**295**	**296**

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

Component 1
Programme planning and budgeting

Resource requirements (before recosting): $10,016,600

29B.32 Responsibility for programme planning and budgeting is vested in the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. This component will be implemented in accordance with the strategy detailed under component 1, Programme planning and budgeting, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and Support Services, of the biennial programme plan for the period 2016-2017.

[1] Subprogramme 2 of programme 25 of the biennial programme plan for the period 2016-2017.

Table 29B.9 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the effective and efficient formulation of the biennial programme plan, to secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve the management of the utilization of those resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals	(i) Increased percentage of reports submitted by the documentation deadlines in order to allow simultaneous publication in all official languages	Target	100	100	100
		Estimate		90	89
		Actual			80
	(ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided [percentage of respondents expressing satisfaction]	Budgetary documents			
		Target	100	100	100
		Estimate		100	95
		Actual			76
		Written supplementary documentation			
		Target	100	100	100
		Estimate		100	85
		Actual			63
		Supplementary information provided during deliberations			
		Target	100	100	100
		Estimate		100	100
		Actual			78
	(iii) Increased number of Member States expressing satisfaction with the quality, including the standardization, of the biennial programme plan [percentage of respondents expressing satisfaction]	Target	100	100	–
		Estimate		100	–
		Actual			–

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(b) Improved management of regular budget, extrabudgetary and criminal tribunal resources and the International Residual Mechanism for Criminal Tribunals	Increased percentage of clients expressing satisfaction with the services received [percentage of respondents expressing satisfaction]	Target	100	100	100
		Estimate		100	85
		Actual			76
(c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and the relevant General Assembly resolutions	Responses, including through evaluation surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals [percentage of respondents expressing satisfaction]	Target	100	–	–
		Estimate		–	–
		Actual			–

External factors

29B.33 Component 1 is expected to achieve its objectives and expected accomplishments on the assumption that outputs and the related workload remain as reflected in the present report.

29B.34 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental/expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: 50 formal meetings and 270 informal consultations of the Fifth Committee; 25 formal meetings and 30 informal consultations of the Committee for Programme and Coordination; 30 meetings of the Economic and Social Council; 115 meetings of the Advisory Committee on Administrative and Budgetary Questions; and informal consultations of other Main Committees of the General Assembly on request;

(ii) Parliamentary documentation: 273 reports, including the proposed programme budget outline for the biennium 2018-2019 (1); the proposed programme budget for the biennium 2018-2019 (48 documents in fascicle form, 40 documents of supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions and 1 document in a short form); budget performance reports for the biennium 2016-2017 (2); the strategic framework for the period 2018-2019 (29 biennial programme plans, 1 plan outline and 2 consolidated changes documents); biennial budgets and budget performance reports of the International Tribunals and the Residual Mechanism (6); statements of programme budget implications, revised estimates and oral statements (115); estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (16 reports and 10 documents of supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions); ad hoc reports in

connection with the programme budget (2); and conference room papers and additional information for legislative and advisory bodies, as required;

(b) Other services provided (regular budget):

(i) Assistance to the Fifth Committee and the Committee for Programme and Coordination in the preparation of their reports to the General Assembly (100 reports);

(ii) Briefings for Member States, including new representatives in the Fifth Committee and the Committee on Programme and Coordination on programme planning and budgetary matters (6);

(iii) Review of draft resolutions before legislative bodies and their subsidiary bodies, including the Human Rights Council, for potential financial implications in accordance with rule 153 of the rules of procedure of the General Assembly and under rule 31 of the rules of procedure of the Economic and Social Council and its functional commissions, as the case may be (900);

(c) Provision of administrative support and finance services (regular budget and extrabudgetary):

(i) Authorizations, guidelines, advice and instructions: allotment advice and staffing table authorizations (5,000); requests to incur unforeseen and extraordinary expenses (30); review and analysis of annual cost plans and other proposals relating to extrabudgetary financing (250); monitoring of expenditures; and responses to queries of Member States on trust funds, as and when requested;

(ii) Monitoring of actual staff costs and inflation trends, creation of standard salary costs and establishment of budget costing parameters; and maintenance of vacancy statistics (300); and certifying officers' panels (330);

(iii) Determination of average monthly troop strengths, establishment of amounts reimbursable and initiation of payments with regard to troop cost reimbursements to Governments;

(iv) Briefings for client departments and offices, as well as members of the public, on the programme planning and budget process, including results-based budgeting (125);

(v) Provision of advice and guidance on the application of the Financial Regulations and Rules of the United Nations and relevant General Assembly resolutions on matters relating to the programme budget and extrabudgetary resources;

(vi) Provision of advice and guidance on budgetary and financial issues to the International Tribunal for the Former Yugoslavia and the Residual Mechanism and, as necessary, other special courts or tribunals funded from voluntary contributions.

29B.35 The distribution of resources for component 1 is reflected in table 29B.10.

Table 29B.10 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	9 899.9	9 580.5	33	33
Non-post	431.2	436.1	–	–
Subtotal	**10 331.1**	**10 016.6**	**33**	**33**
Other assessed	–	–	–	–
Extrabudgetary	3 272.4	3 666.1	10	10
Total	**13 603.5**	**13 682.7**	**43**	**43**

29B.36 The amount of $9,580,500 under posts, reflecting a decrease of $319,400, would provide for the partial funding of 33 posts (1 D-2, 3 D-1, 2 P-5, 8 P-4, 7 P-3, 2 P-2/1, 2 General Service (Principal level) and 8 General Service (Other level)). The net decrease of $319,400 is due to the freeze in recruitment against established posts in line with General Assembly resolution 69/264.

29B.37 Non-post requirements amounting to $436,100, reflecting a net increase of $4,900, would provide for general temporary assistance, travel of staff, contractual services and other operational expenses. The net increase relates primarily to increased requirements for general temporary assistance to provide continuity of services, particularly during peak workload periods and taking into account the proposed freeze in recruitment. The increase is offset in part by reduced requirements under travel of staff, which take into account the anticipated impact of the approved standards of accommodation for air travel and reduced requirements for contractual services.

29B.38 The component is supported by estimated extrabudgetary resources amounting to $3,666,100 that would provide for the continuation of 10 posts (3 P-5, 2 P-4 and 5 General Service (Other level)), to service intergovernmental bodies and related meetings, provide support in financial and budgetary issues and prepare parliamentary documentation. The increase of $393,700 compared with the biennium 2014-2015 relates primarily to an increase in resources related to programme support of extrabudgetary substantive activities.

Component 2
Financial services relating to peacekeeping operations

Resource requirements: financed mainly by the support account for peacekeeping operations

29B.39 Component 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The component will be implemented in accordance with the strategy detailed under component 2, Financial services relating to peacekeeping operations, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2016-2017.

Table 29B.11 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	Increased percentage of budget and budget performance reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	97	97	97
		Estimate		97	97
		Actual			91
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities for troops do not exceed three months [number of months]	Target	3	3	3
		Estimate		3	3
		Actual			3
	(ii) Increased percentage of clients expressing satisfaction with the services received [percentage of respondents expressing satisfaction]	Target	95	90	90
		Estimate		90	90
		Actual			–

External factors

29B.40 Component 2 is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the timing and nature of mandates approved by the Security Council that frame the establishment, expansion and scope and scale of activities of individual peacekeeping operations, and consequently their related resource requirements, follow normal patterns; (b) assessments are paid promptly; and (c) all stakeholders fully comply with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and relevant legislative mandates.

Outputs

29B.41 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental/expert bodies (other assessed):

(i) Substantive servicing of meetings: 30 formal meetings and 120 informal consultations of the Fifth Committee and 100 meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: submission of 70 reports on budget estimates and budget performance reports to the General Assembly on the financing of active missions, the status of the financial position of closed missions and final budget performance reports on missions in liquidation, as well as reports on administrative and budgetary aspects of the financing of the United Nations peacekeeping operations;

(b) Provision of administrative support and finance services (other assessed):

(i) Budgetary control: issuance and revision of allotments and staffing table authorizations (1,100);

(ii) Monitoring of financial status: weekly monitoring of the cash position for special accounts of peacekeeping operations and utilization of the peacekeeping reserve fund (104);

(iii) Liaison with Governments: discussions with representatives of Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions;

(iv) Provision of policy guidance to missions on the formulation of budget proposals and performance reports, including on the Financial Regulations and Rules of the United Nations, policies and procedures, results-based budgeting and recommendations of legislative bodies;

(v) Visits to peacekeeping missions to provide strategic advice and on-site assistance on budget and financial issues (12);

(vi) Organization and conduct of videoconferences with peacekeeping missions and the United Nations Logistics Base at Brindisi, Italy, and in-person meetings with Headquarters departments, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase;

(vii) Financial reports to donors on peacekeeping trust funds (120);

(viii) Submission of supplementary packages to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on specific peacekeeping financing issues (40).

Table 29B.12 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Other assessed	12 674.8	12 676.4	33	35
Extrabudgetary	175.3	175.3	1	1
Total	**12 850.1**	**12 851.7**	**34**	**36**

29B.42 The resource requirements of the Division are financed from the support account for peacekeeping operations and extrabudgetary resources amounting to $12,676,400 and $175,300 respectively. The resources would provide for 35 posts (1 D-2, 1 D-1, 4 P-5, 12 P-4, 8 P-3 and 9 General Service (Other level)) under the support account for peacekeeping operations and 1 post (1 General Service (Other level)) funded from extrabudgetary resources. The proposed budget for the peacekeeping support account (A/69/750) is to be considered by the General Assembly at the second part of its resumed sixty-ninth session, in May 2015.

Component 3
Accounting, contributions and financial reporting

Resource requirements (before recosting): $17,815,900

29B.43 Responsibility for this component is vested in the Accounts Division of the Office of Programme Planning, Budget and Accounts. This component will be implemented in accordance with the strategy detailed under component 3, Accounting, contributions and financial reporting, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2016-2017.

29B.44 Emphasis will be placed on leveraging technology to improve the processing of financial transitions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Division will participate actively in the continued implementation of the selected enterprise resource planning system. It will also carry out activities aimed at ensuring compliance with IPSAS and the realization of benefits. The Contributions Service of the Division will provide effective support to the Committee on Contributions and the General Assembly in the process of reviewing the methodology of the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Table 29B.13 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved integrity of financial data	(i) An unqualified audit opinion of the Board of Auditors on financial statements compliant with the International Public Sector Accounting Standards (IPSAS) [positive (1), modified (2) or qualified (3) audit opinion]	Target	1	1	1
		Estimate		1	1
		Actual			1
	(ii) No more than four significant adverse audit findings related to other financial matters	Target	4	2	2
		Estimate		6	2
		Actual			2
(b) Financial transactions that are timely and accurate	(i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents	Target	95	90	90
		Estimate		90	90
		Actual			95
	(ii) Reconciliation of bank accounts within 15 days after month's end [percentage of Headquarters bank accounts]	Target	100	100	100
		Estimate		100	100
		Actual			100

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(c) Insurance policies that have increased benefits for the Organization	Increased number of improvements or beneficial adjustments made to terms of insurance policies	Target	2	2	2
		Estimate		2	2
		Actual			3
(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month	Target	100	95	95
		Estimate		100	90
		Actual			95
	(ii) All pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines [percentage]	Target	100	100	100
		Estimate		100	100
		Actual			100

External factors

29B.45 Component 3 is expected to achieve its objectives and expected accomplishments on the assumption that the relevant information is complete and is submitted for processing without delay and that there are no major outages or malfunctions in the computerized systems, including Umoja.

Outputs

29B.46 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: 10 formal meetings and 25 informal consultations of the Fifth Committee and 32 formal meetings and 8 informal consultations of the Committee on Contributions;

(ii) Parliamentary documentation: annual and biennial financial reports of the Secretary-General to the General Assembly: 3 reports to the Fifth Committee and 30 reports to the Committee on Contributions; 110 conference room papers for the Fifth Committee and the Committee on Contributions; ad hoc reports on the scale of assessments, financing of peacekeeping operations, application of Article 19 of the Charter, measures to encourage payment of assessed contributions and related issues, on request; and reports on the financial situation of the United Nations (4);

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Provision of information for the preparation of annual pledging conferences for development activities and assistance in recording and tabulating the results, including necessary follow-up;

(ii) Technical material (recurrent): 1,500 financial statements for the funds of the regular budget, peacekeeping operations, trust funds, technical cooperation activities, revenue-producing activities, operations established by the Security Council and other special purpose funds; monthly online reports on the status of contributions (24);

(iii) Technical material (non-recurrent): assessment documents, including those for the Working Capital Fund, regular budget, peacekeeping operations and International Tribunals (24);

(iv) Other material: ad hoc information about the scale of assessments, peacekeeping financing, the status of contributions and related issues, on request, to Member States, organizations of the United Nations system and other international organizations, non-governmental organizations and the public (2);

(c) Provision of administrative support and finance services (regular budget and extrabudgetary):

(i) Financial accounts: review and processing of all receipts, payments, obligations and inter-office vouchers; analysis and reconciliation of accounts, including all receivables, payables, inter-office transactions and bank accounts; review and consolidation of all accounts from field offices; provision of advice on accounting and financial matters and related systems to various offices, including offices away from Headquarters and peacekeeping missions; and development of new cost-effective accounting policies, practices and procedures, as appropriate;

(ii) Payments and disbursements: payment of salaries and related allowances and other benefits; processing of income tax reimbursements; payments to staff upon separation from the Organization; processing of payments to vendors and other contractors; processing of travel claims; and preparation of reports and statements of earnings, including annual United Nations Joint Staff Pension Fund reports and schedules;

(iii) Management and coordination of all life, health, property and liability insurance activities; study of alternative insurance plan structures, as needed, in the light of developments in worldwide insurance markets;

(iv) Provision of secretariat services to the Claims Board and the Advisory Board on Compensation Claims;

(v) Issuance of assessments for the Working Capital Fund, the regular budget, peacekeeping operations, the International Tribunals and extrabudgetary/treaty activities (140); and provision of information for and responses to the Board of Auditors on issues related to accounting, contributions, payroll and insurance issues (annually).

Table 29B.14 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	17 051.4	16 684.2	74	74
Non-post	1 130.0	1 131.7	–	–
Subtotal	**18 181.4**	**17 815.9**	**74**	**74**
Other assessed	14 123.5	14 210.0	50	50
Extrabudgetary	12 938.6	12 692.5	48	47
Total	**45 243.5**	**44 718.4**	**172**	**171**

29B.47 The amount of $16,684,200 under post, reflecting a net decrease of $367,200, would provide for partial funding of 74 posts (1 D-2, 3 D-1, 2 P-5, 7 P-4, 8 P-3, 6 P-2/1, 6 General Service (Principal level) and 41 General Service (Other level)). The net decrease relates to the proposal to freeze recruitment against established posts in line with General Assembly resolution 69/264.

29B.48 Non-post requirements amounting to $1,131,700, reflecting an increase of $1,700, would provide for general temporary assistance, travel of staff, contractual services and other operational expenses. The net increase relates primarily to requirements under general temporary assistance to provide continuity of services, particularly during peak workload periods and taking into account the proposed freeze in recruitment. The increase is offset in part by reduced requirements under contractual services, supplies and materials, and travel of staff, which take into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

29B.49 Component 3 is supported by projected other assessed and extrabudgetary resources amounting to $14,210,000 and $12,692,500, respectively. Other assessed resources would provide for the continuation of 50 posts (1 P-5, 10 P-4, 10 P-3, 1 P-2/1, 2 General Service (Principal level) and 26 General Service (Other level)) funded from the support account for peacekeeping operations. Extrabudgetary resources would provide for 47 posts (3 P-5, 2 P-4, 7 P-3, 2 P-2/1, 8 General Service (Principal level) and 25 General Service (Other level)). The decrease under extrabudgetary resources of $246,100 compared with the biennium 2014-2015 broadly relates to a reduction of resources for programme support for extrabudgetary administrative structures and for substantive activities, which is offset in part by an increase in the Tax Equalization Fund.

Component 4
Treasury services

Resource requirements (before recosting): $1,751,500

29B.50 Component 4 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. It will be implemented in accordance with the strategy detailed under component 4, Treasury services, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2016-2017.

Table 29B.15 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Continued prudent stewardship of funds in line with the investment strategy through: (i) safeguarding principal of investments; (ii) ensuring adequate liquidity; and (iii) investment return	(i) Receipt of investment principal and interest on time [percentage of on-time receipts]	Target	100	–	–
		Estimate		100	–
		Actual			–
	(ii) Funds available to meet obligations [percentage]	Target	100	–	–
		Estimate		100	–
		Actual			–
	(iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return [percentage]	Target	0.55	0.50	1.5
		Estimate		0.55	0.40
		Actual			0.63
(b) Improved efficiency, timeliness and security of the electronic payment system	Maintenance of a loss-free record in safeguarding financial resources [cash loss incidents]	Target	0	0	0
		Estimate		0	0
		Actual			0

External factors

29B.51 The Treasury is expected to achieve its objectives and expected accomplishments based on current levels of interest rates. Economic conditions beyond the control of the Treasury could lead to an adverse change in interest rates, consequently reducing the actual return on investments.

Outputs

29B.52 During the biennium, the following outputs will be delivered:

(a) Bank accounts worldwide administered, including maintenance of bank account signatory panels;

(b) Cash management and cashier functions assessed and United Nations offices advised on Treasury policies and procedures to safeguard financial resources;

(c) Balances of United Nations bank accounts monitored daily;

(d) Cash and investment balances of major United Nations funds monitored daily;

(e) Management of currencies monitored daily to meet cash requirements;

(f) Incoming payments recorded daily;

(g) Maintenance of banking information of, inter alia, vendors, employees and Member States;

(h) Investment management: with the goal of preserving capital, managing risk, ensuring sufficient liquidity to meet operational requirements while earning a competitive rate of return for the regular budget, peacekeeping operations, general trust funds, technical cooperation funds, the escrow account and other funds;

(i) All payments processed in a secure and timely manner;

(j) Establishment of banking arrangements for offices away from Headquarters, economic commissions and special political missions, as required.

Table 29B.16 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 640.8	1 640.8	5	5
Non-post	112.7	110.7	–	–
Subtotal	**1 753.5**	**1 751.5**	**5**	**5**
Other assessed	3 238.8	3 200.2	8	9
Extrabudgetary	1 288.0	1 293.8	5	5
Total	**6 280.3**	**6 245 5**	**18**	**19**

29B.53 Resources amounting to $1,640,800 under posts would provide for the continuation of five posts (1 D-1, 2 P-5 and 2 General Service (Other level)). Non-post requirements of $110,700, reflecting a net decrease of $2,000 would provide for other staff costs, travel of staff and other operational expenses. The net decrease relates primarily to reduced requirements under travel of staff, taking into account the anticipated impact of the approved standards of accommodation for air travel, and further reductions under contractual services that are anticipated in 2016-2017 in line with General Assembly resolution 69/264.

29B.54 Component 4 is supported by projected other assessed and extrabudgetary resources amounting to $3,200,200 and $1,293,800, respectively. Other assessed resources would provide for nine posts (1 P-5, 3 P-4, 1 P-3, 1 P-2/1, 1 General Service (Principal level) and 2 General Service (Other level)) funded from the support account for peacekeeping operations and five posts (2 P-4 and 3 General Service (Other level)) funded from extrabudgetary resources to perform various banking functions, including investing of funds; process payments to all missions, international peacekeeping personnel, troop-contributing countries, Member States and vendors; assess cash management and cashier functions and advise on Treasury policies and procedures at all missions to safeguard financial resources; liaise with banks worldwide; and establish banking arrangements. The volume of resources compared with the biennium 2014-2015 remains largely unchanged, although there will be significantly greater global coordination and support owing to the migration of disparate systems and banking arrangements to Umoja.

Component 5
Financial information operations

Resource requirements (before recosting): $2,709,900

29B.55 Component 5 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. It will be implemented in accordance with the strategy detailed under component 5, Financial information operations, of subprogramme 2, Programme planning, budget and accounts, of programme 25, Management and support services, of the biennial programme plan for the period 2016-2017.

Table 29B.17 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) All critical Office of Programme Planning, Budget and Accounts systems are fully functional	No unplanned outages of financial systems [percentage of time systems are fully functional]	Target	99.9	99.9	99.9
		Estimate		99.9	99.9
		Actual			99.9

External factors

29B.56 The Financial Information Operations Service is expected to achieve its objectives and expected accomplishments on the assumption that all relevant parties contribute in undertaking preparatory work to adapt accounting and finance policies and procedures to the requirements of the International Public Sector Accounting Standards and the enterprise resource planning system, that the evolution of technology and developments in related industries is in line with the related projects and that stakeholders fulfil their responsibilities and obligations and extend their full cooperation in attaining the objectives of the Service.

Outputs

29B.57 During the biennium, the following outputs will be delivered: provision of administrative support and finance services (regular budget and extrabudgetary):

(a) Provision of support to clients with substantive business analysis services, including reviewing and re-engineering business processes based upon best practices;

(b) Support for post-implementation Umoja finance processes;

(c) Maintenance, updating and operation of the computerized budget information system and management of data structure, data input and system control;

(d) Provision of systems support: master data management of finance-related data in Umoja; user access provisioning for finance user access to Umoja; development and maintenance of reports and ad hoc applications; support for the NOVA reporting platform; systems liaison with other Headquarters systems; administration of the tax reimbursement systems; desktop support and server support;

(e) Maintenance of SWIFT, including upgrades to ensure that vendor support is ongoing;

(f) Maintenance and support of the travel claims portal.

29B.58 The distribution of resources for component 5 is reflected in table 29B.18 below.

Table 29B.18 **Resource requirements: component 5**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 458.7	2 134.3	8	7
Non-post	573.1	575.6	–	–
Subtotal	**3 031.8**	**2 709.9**	**8**	**7**
Other assessed	3 839.3	3 978.8	9	9
Extrabudgetary	5 697.7	5 769.3	11	11
Total	**12 568.8**	**12 458.0**	**28**	**27**

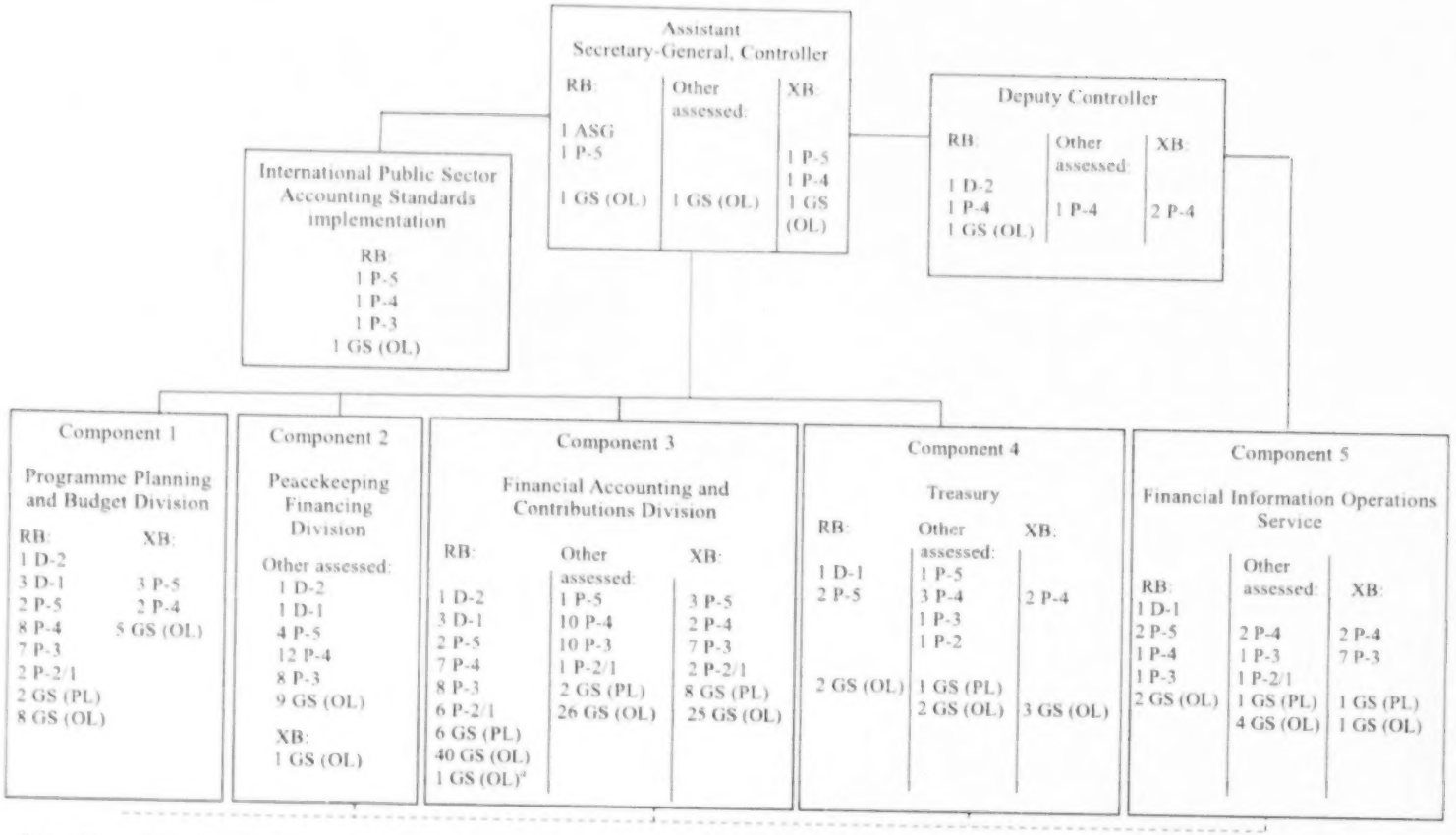
29B.59 The amount of $2,134,300 under posts, reflecting a decrease of $324,400, would provide for the partial funding of seven posts (1 D-1, 2 P-5, 1 P-4, 1 P-3 and 2 General Service (Other level)). The decrease of $324,400 reflects the freezing of recruitment against established posts ($164,700) in line with General Assembly resolution 69/264 and the proposed transfer of one General Service (Other level) post to section 29E, Office of Information and Communications Technology, to support implementation of the information and communications technology strategy, pursuant to section II of General Assembly resolution 69/262.

29B.60 Non-post requirements amounting to $575,600, reflecting a net increase of $2,500, would provide for travel of staff, contractual services and other operational expenses. The increase under general temporary assistance would provide continuity of services, particularly during peak workload periods and taking into account the proposed freeze in recruitment. The increase is offset in part by reduced requirements under travel of staff, which take into account the anticipated impact of the approved standards of accommodation for air travel.

29B.61 Component 5 is supported by projected other assessed and extrabudgetary resources amounting to $3,978,800 and $5,769,300, respectively. The other assessed resources would provide for nine posts (2 P-4, 1 P-3, 1 P-2/1, 1 General Service (Principal level) and 4 General Service (Other level)) funded from the support account for peacekeeping operations. Extrabudgetary resources would provide for 11 posts (2 P-4, 7 P-3, 1 General Service (Principal level) and 1 General Service (Other level)). The resources would allow the Service to provide operations and application support to all the divisions of the Office of Programme Planning, Budget and Accounts. The volume of resources compared with the biennium 2014-2015 remains largely unchanged.

Annex I

Organization structure and post distribution for the biennium 2016-2017


Assistant Secretary-General, Controller
RB: 1 ASG; 1 P-5; 1 GS (OL)
Other assessed: 1 GS (OL)
XB: 1 P-5; 1 P-4; 1 GS (OL)
Deputy Controller
RB: 1 D-2; 1 P-4; 1 GS (OL)
Other assessed: 1 P-4
XB: 2 P-4
International Public Sector Accounting Standards implementation
RB: 1 P-5; 1 P-4; 1 P-3; 1 GS (OL)
Component 1
Programme Planning and Budget Division
RB: 1 D-2; 3 D-1; 2 P-5; 8 P-4; 7 P-3; 2 P-2/1; 2 GS (PL); 8 GS (OL)
XB: 3 P-5; 2 P-4; 5 GS (OL)
Component 2
Peacekeeping Financing Division
Other assessed: 1 D-2; 1 D-1; 4 P-5; 12 P-4; 8 P-3; 9 GS (OL)
XB: 1 GS (OL)
Component 3
Financial Accounting and Contributions Division
RB: 1 D-2; 3 D-1; 2 P-5; 7 P-4; 8 P-3; 6 P-2/1; 6 GS (PL); 40 GS (OL); 1 GS (OL)a
Other assessed: 1 P-5; 10 P-4; 10 P-3; 1 P-2/1; 2 GS (PL); 26 GS (OL)
XB: 3 P-5; 2 P-4; 7 P-3; 2 P-2/1; 8 GS (PL); 25 GS (OL)
Component 4
Treasury
RB: 1 D-1; 2 P-5; 2 GS (OL)
Other assessed: 1 P-5; 3 P-4; 1 P-3; 1 P-2; 1 GS (PL); 2 GS (OL)
XB: 2 P-4; 3 GS (OL)
Component 5
Financial Information Operations Service
RB: 1 D-1; 2 P-5; 1 P-4; 1 P-3; 2 GS (OL)
Other assessed: 2 P-4; 1 P-3; 1 P-2/1; 1 GS (PL); 4 GS (OL)
XB: 2 P-4; 7 P-3; 1 GS (PL); 1 GS (OL)

[a] One General Service (Other level) post outposted to the Department of Economic and Social Affairs for statistical support provided to the Contributions Service in the substantive servicing of the Committee on Contributions and the Fifth Committee.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/69/5, Vol. I, chap. II)	
The Board recommends that the Administration develop plans for the production of monthly management accounts and improved financial reports to management, drawing on the opportunities being provided by IPSAS and the new enterprise resource planning system (para. 44).	The Administration confirms that monthly management accounts will be completed once Umoja is fully deployed. In the meantime, the Administration has already begun to provide enhanced financial information to the Management Committee to improve the discussion and decision-making on financial matters.
The Board recommends that the Administration develop a deeper understanding of its cost base and therefore the capability to compare and benchmark its administrative overheads and the performance of its business functions to drive more cost-effective delivery. This might entail creating a general ledger of analysis codes for administrative and programme expenditure (and classifying each transaction according to the appropriate code) (para. 56).	The Administration considers this recommendation implemented. The current budgetary process already allows for the segregation of budgets between programmatic (programme of work) elements, administrative (programme support) elements, policymaking organs and executive direction and management functions. It should be noted that the Secretary-General's 2014-2015 budget proposal included target improvements under programme support services, conference services, public information and construction, which resulted in a reduction of $64.1 million. Programme managers reviewed possible areas of sustainable efficiencies stemming from, inter-alia, process improvements and reorganized structures that resulted in consolidation or re-engineering of support services to ensure equal or better service delivery to substantive programmes at lower cost. This is an ongoing effort for the Organization based on the Secretary-General's directive to continue to find better, more effective and more efficient ways of delivering on our mandates.
The Board recommends that the Administration prepare annual updates on the trends in, and funding options for, end-of-service liabilities in order to keep the General Assembly fully informed of the longer-term funding requirements associated with the pay-as-you-go approach (para. 60).	The Administration confirms that trends in, and funding options for, end-of-service liabilities will be discussed in the management discussion and analysis that accompanies the 2014 financial statements for volume I.
The Board recommends that the Administration perform a light-touch review of "quick-win" changes to the current process to reduce the time and effort required as part of the next set of budget instructions (September 2014) (para. 76).	Implemented. For the biennium 2016-2017, the Administration issued new, more simplified, budget guidance under the regular budget, aimed at reducing the time and effort required to prepare the proposed programme budget.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board also recommends that the Administration perform a review of the budget process and implement an improved end-to-end budget process, including the information and communications technology elements of Umoja Extension 2 (para. 77).	In progress. The Administration accepts the recommendation and is committed to reviewing all elements relating to the Extension 2 solutions of Umoja. The Organization needs to have a better understanding of the technical solutions that will be made available and use these as an opportunity to improve its end-to-end budget process. The Administration will continue to analyse and customize the solutions in an effort to contribute to an improved budget process. It is not likely that all the information necessary and the related new budget processes will be available before the beginning of the budget formulation cycle for 2018-2019.
The Board recommends that the Administration develop a skills strategy for staff based on an improved understanding of current capability and existing skills gaps, such as commercial skills for major projects, and on the skills required following the implementation of IPSAS and the roll-out of Umoja, such as professional training in financial management skills to lead financial management improvement and provide more strategic advisory services to the wider business (para. 177). (A/67/5, Vol. I and Corr.1 and 2, chap. II)	Plans are under way to review the opportunities for formal professional development training for accounting and finance staff under the qualification programme of the Chartered Institute of Public Finance and Accountancy that is being used by other United Nations system organizations.
The Board recommends that the Administration review the disclosures in future financial statements with a view to providing more detailed commentary on the reasons for the increased holdings of investments and cash pools (para. 80).	Movements in investments and cash pools will be discussed in the management discussion and analysis that accompanies the 2014 financial statements for volume I.
The Administration agreed with the Board's recommendation that it: (a) develop more outcome focused objectives and indicators of achievement; (b) establish clear chains from indicators of resource use and activity, through indicators of output to achievement of high-level objectives; and (c) make subparagraphs (a) and (b) above a clearly articulated responsibility of Under-Secretary-Generals for their respective departments (para. 145).	Implemented. The Administration is finalizing a proposal to be considered during the fifty-fifth session of the Committee for Programme and Coordination for more outcome-oriented strategic frameworks.

Brief description of the recommendation	*Action taken to implement the recommendation*
A/65/5, Vol. I, chap. II	
The Administration agreed with the Board's recommendation that it: (a) plan for the automated preparation of the financial statements under Umoja; and (b) without waiting for the implementation of Umoja, enhance internal documentation on the preparation of the financial statements and more generally on all financial procedures, notably by updating the Financial Manual (para. 25).	The software to interface with Umoja for the automation of the preparation of financial statements has been purchased. The related project will be launched in summer 2015 and is expected to have at least a six month duration. Accordingly, the estimated target date has been revised to December 2016. In the meantime, the Organization has already summarized the financial statement process used during the transitional period in the financial statement instructions.
The Administration agreed with the Board's recommendations that it define a strategy to streamline and further automate the management of voluntary contributions, along the lines of the redesign of assessed contributions procedures (para. 62).	In progress. Automation of voluntary contributions will be considered part of Umoja deployment. The target date continues to be based on the Umoja deployment schedule.
The Administration agreed with the Board's recommendation to develop indicators to measure the processing times of contributions (para. 66).	In progress. The target date continues to be based on the Umoja deployment schedule.
The Administration agreed with the Board's recommendation that it strengthen internal controls to ensure the accuracy of its payable and receivable balances with counterpart entities as at the end of the financial period (para. 160).	In progress. The implementation of this recommendation continues to be tied to the deployment of Umoja, as it will provide for a consolidated view of payable and receivable balances with counterpart entities. The estimated target date is thus moved to December 2015 when Umoja should be deployed in most offices.
The Administration agreed with the Board's recommendation that it reduce the time taken for certifying invoices so as to conform to accrual-based accounting (para. 164).	In progress. The time taken for certifying invoices will be further reduced with the full deployment of Umoja in clusters 3 and 4.
Advisory Committee on Administrative and Budgetary Questions (A/68/7)	
The Advisory Committee recommends that the Secretary-General be requested to ensure that sustained efforts continue to be made and that the activities of the Office for Programme Planning, Budget and Accounts are prioritized, as required, to ensure a successful outcome to the IPSAS project (para. VIII.29).	The first IPSAS-compliant financial statements for peacekeeping operations and Secretariat entities were successfully implemented.
In order to facilitate its consideration of the proposed programme budget, the Advisory Committee requests that every effort be made to accelerate the issuance of the budget fascicles and to make them available during the period of its review of the proposed programme budget (para. VIII.35).	In progress. Efforts are being made to accelerate issuance of budget fascicles prior to the Committee's consideration of the proposed programme budget.

Annex III

Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

paragraph	*Output*	*Quantity*	*Reason for discontinuation*
29B.52 (c)	Maintenance of charts of accounts and other finance-related reference tables in IMIS	1	Replaced by master data management of finance-related data in Umoja
29B.52 (d)	Maintenance of cash management system, including the IMIS/OPICS/SWIFT interface. Maintenance of Chase Insight, OPTICS and SWIFT including upgrades to ensure vendor support is ongoing	1	Replaced by maintenance of SWIFT including upgrades to ensure that vendor support is ongoing
29B.52 (c)	Performance of local area network administration functions	1	Discontinued. The discontinuation of the output relates to the transfer of one General Service (Other level) post to section 29E, Office of Information and Communications Technology
Total		**3**	